

# **Course Curriculum**

for

## **Bachelor of Business Administration (BBA)**

(Faculty of Management)

**BBA Semester I, II (2025-26)**  
**BBA Semester III, IV (2026-27)**  
**BBA Semester V, VI (2027-28)**



**MAHARAJA GANGA SINGH UNIVERSITY**

**BIKANER – RAJASTHAN**

## **Admission to BBA**

Admission to BBA shall be based on merit (or some appropriate criteria decided by the University). The merit will be based on marks obtained in class 12 (10+2 Pattern) or some other criteria as laid down by the University from time to time. Each candidate must have at least 45% marks at the level of qualifying examination (in the case of SC, ST and OBC-Non Creamy this limit shall be pass marks).

## **Program Outcomes (POs)**

On successfully completing the program the student will be able to:

1. Demonstrate the knowledge of Management science to solve complex corporate problems using limited resources.
2. Review literature, define and analyze management research problems.
3. Identify business opportunities, design and implement innovations in workspace.
4. Apply reasoning informed by the contextual knowledge to assess societal, health, safety, legal, and cultural issues and the consequent responsibilities relevant to management practice.
5. Function effectively as an individual, and as a member or leader in diverse teams, and in multidisciplinary settings.

## **Program Specific Outcomes (PSOs):**

1. To impart knowledge of the fundamentals of Management theory and its application in problem solving.
2. Select and apply appropriate tools for decision making required for solving complex managerial problems.
3. To develop capabilities in students to independently conduct theoretical as well as applied research.
4. To develop sound knowledge of the entrepreneurial process and inculcate creativity and innovation among students.
5. To produce industry ready graduates having highest regard for Personal and Institutional Integrity, Social Responsibility, Teamwork and Continuous Learning.

## Program Structure:

Bachelor of Business Administration (BBA) Program is a three-year course divided into six-semester. For the award of degree, a student will be required to complete the credits as per the University norms.

I Semester										
Paper Code	Paper Name	Code	L	T	P	Total Credits	Maximum Marks		Total Marks	Minimum Passing Marks (%)
							Internal Marks	External Marks		
BBA4.5AECT11	Environment Studies	AEC	2	0	0	2	-	50	50	40
BBA4.5DCCT12	Business and Management Concepts	DCC	6	0	0	6	30	120	150	40
BBA4.5DCCT13	Financial Accounting	DCC	6	0	0	6	30	120	150	40
BBA4.5DCCT14	Entrepreneurship & Small Business Management	DCC	6	0	0	6	30	120	150	40
									<b>Total Credits: 20</b>	
									<b>Total Marks: 500</b>	

II Semester										
Paper Code	Paper Name	Code	L	T	P	Total Credits	Maximum Marks		Total Marks	Minimum Passing Marks (%)
							Internal Marks	External Marks		
BBA4.5AECT21	General English or Hindi	AEC	2	0	0	2	-	50	50	40
BBA4.5DCCT22	Business Laws	DCC	6	0	0	6	30	120	150	40
BBA4.5DCCT23	Organisation Behaviour	DCC	6	0	0	6	30	120	150	40
BBA4.5DCCT24	Statistics for Business Decisions	DCC	6	0	0	6	30	120	150	40
									<b>Total Credits: 20</b>	
									<b>Total Marks: 500</b>	

III Semester										
Paper Code	Paper Name	Code	L	T	P	Total Credits	Maximum Marks		Total Marks	Minimum Passing Marks (%)
							Internal Marks	External Marks		
BBA5SDCT31	Elementary Computer	SDC	2	0	0	2	-	50	50	40
BBA5DCCT32	Managerial Economics	DCC	6	0	0	6	30	120	150	40
BBA5DCCT33	Production and Operations Management	DCC	6	0	0	6	30	120	150	40
BBA5DCCT34	Marketing Management	DCC	6	0	0	6	30	120	150	40
									<b>Total Credits: 20</b>	
									<b>Total Marks: 500</b>	

Semester IV										
Paper Code	Paper Name	Code	L	T	P	Total Credits	Maximum Marks		Total Marks	Minimum Passing Marks (%)
							Internal Marks	External Marks		
BBA5VACT41	Indian Knowledge System	VAC	2	0	0	2	50	0	50	40
BBA5DCCT42	Human Resource Management	DCC	6	0	0	6	30	120	150	40
BBA5DCCT43	Financial Management	DCC	6	0	0	6	30	120	150	40
BBA5DCCT44	Research Methods	DCC	6	0	0	6	30	120	150	40
									Total Credits: 20	
									Total Marks: 500	

Semester V										
Paper Code	Paper Name	Code	L	T	P	Total Credits	Maximum Marks		Total Marks	Minimum Passing Marks (%)
							Internal Marks	External Marks		
BBA5.5SDCT51	Communication Skills	SDC	1	1	0	2	50	0	50	40
BBA5.5DCCP52	Internship Project Report	DCC	0	6	0	6	30	120	150	40
BBM5.5DCET53	Marketing of Services	DCE	6	0	0	6	30	120	150	40
BBM5.5DCET54	Product and Brand Management	DCE	6	0	0	6	30	120	150	40
BBH5.5DCET53	Organisational Development	DCE	6	0	0	6	30	120	150	40
BBH5.5DCET54	Wages And Salary Administration	DCE	6	0	0	6	30	120	150	40
BBF5.5DCET53	Management of Working Capital	DCE	6	0	0	6	30	120	150	40
BBF5.5DCET54	Investment Management	DCE	6	0	0	6	30	120	150	40
<b>Total Credits: 20</b>										<b>Total Marks: 550</b>
<i>For Paper code 53 and 54, every student shall select any one paper from any two disciplines given above, viz BBM, BBH, BBF. In all, two such papers to be selected.</i>										

Semester VI										
Paper Code	Paper Name	Code	L	T	P	Total Credits	Maximum Marks		Total Marks	Minimum Passing Marks (%)
							Internal Marks	External Marks		
BBA5.5SECP61	Dissertation Project Report	SEC	1	1	0	2	50	0	50	40
BBA5.5DCCT62	Business Policy and Strategic Management	DCC	6	0	0	6	30	120	150	40
BBM5.5DCET63	Advertising Management	DCE	6	0	0	6	30	120	150	40
BBM5.5DCET64	Retailing and Rural Marketing	DCE	6	0	0	6	30	120	150	40
BBH5.5DCET63	Training, Development and Leadership	DCE	6	0	0	6	30	120	150	40
BBH5.5DCET64	Industrial Relations	DCE	6	0	0	6	30	120	150	40
BBF5.5DCET63	Principles and Practices of Banking	DCE	6	0	0	6	30	120	150	40
BBF5.5DCET64	Security Analysis and Portfolio Management	DCE	6	0	0	6	30	120	150	40
<b>Total Credits: 20</b>										<b>Total Marks: 500</b>
<i>For Paper code 63 and 64, every student shall select any one paper from the same two disciplines selected in fifth semester</i>										

- S/NS\*=Satisfactory or Not satisfactory.
- A candidate shall be required to obtain 40% marks to pass in theory, practical and internals separately.
- For Internal Evaluation of 30 Marks (20 Marks Theory paper, 10 Marks Practical) (Inclusion of assignment/seminar, Logical thinking/application of knowledge and skills in internal assessment is suggested).

## Testing and Evaluation

There will be Internal Assessment for 30 marks and Final Semester-End Examination (External) will be for 120 marks in each course/paper.

### Evaluation

**Internal Assessment:** 30 Marks

- a. Midterm Examination: 2 Exams of 20 Marks each to be conducted by the College/ Department. Best marks obtained in any of the two, be counted for each course.
- b. Students' Participation in curricular, extra-curricular activities, class participation, attendance etc. shall account for 10 Marks.

**External Assessment:** 120 Marks

### Semester End Examination Paper Pattern

There shall be three Sections:

- Section A: (20 marks) Shall contain 10 questions, two from each Unit. Each question shall be of 2 marks. All the questions are compulsory. Section A shall contain 5 Multiple Choice Questions and remaining 5 will be fill-in the blanks type. Minimum Two questions must be set from each Module/ Unit.
- Section B: (40 marks) Shall contain 5 questions (two from each unit with internal choice). Each question shall be of 8 marks. The candidate is required to answer all 5 questions. The answers should not exceed 150 words.
- Section C: (60 marks) Shall contain 5 Case Studies and / or Questions, one from each Unit. Each Case Study or Question shall be of 20 marks. The candidate is required to answer any three Case Studies / questions. The answers should not exceed 400 words.

Unless specifically mentioned for a particular course, the above Scheme of Internal and External Evaluation shall remain constant. To pass in a particular Paper / Course, every candidate shall be required to obtain at least 40% marks separately in Theory, Practical and Internals Exams. Courses BBA4.5AECT11, BBA4.5AECT21, BBA5SDCT31, BBA5VACT41 and BBA5.5SDCT51 are mandatory for all. The Course wise content for these courses shall remain common for all students of Undergraduate Programmes. In Semester IV (Indian Knowledge System), Semester V (Communication Skills), and Semester VI (Special Elective Course) Semester End assessment/exam/evaluation will not be conducted by the University. The respective College / Department will send the Semester assessment (marks) of the student to the University.

The duration of External examination shall be 3 hours.

On the basis of total marks (Internal and External) obtained, the student shall be awarded SGPA and CGPA under the formula specified for CBCS. Total Credits (All semesters) shall be 120 and Total Marks (All semesters) shall be 3000.

## Course Delivery

Use of Smart Boards / LCD projectors is expected during Lecture delivery. Regular Seminars, Assignment, Projects / Mini Projects and Tutorials to be conducted / assigned. Simulations to be organized and Guest Lectures from Corporates and Industrial Visits must be arranged to fill the Gaps in Course Contents. Self-learning such as use of NPTEL, SWAYAM etc. and use of Open-Source Software should be encouraged.

# I Semester

## BBA4.5DCCT11 – Environment Studies

Common Curriculum for all Under Graduate Students

# **BBA4.5DCCT12 - Business and Management Concepts**

**Objectives:** To establish a foundational understanding of business fundamentals and the various forms of business organizations. To explore management concepts including features, principles, processes, functions, roles, responsibilities, and emerging trends. To analyse classical and behavioural perspectives in management thought, emphasizing planning, decision-making, organizational structures, staffing, and effective leadership.

## **Course Outcomes**

1. Students will be able to describe the different forms of business organizations and their characteristics.
2. Students will gain knowledge about the fundamental principles and processes of management.
3. Students will be able to compare different management theories and perspectives.
4. Students will develop skills in planning, organizing, and decision-making within a business context.
5. Students will understand the importance of staffing and the various methods of employee recruitment and development.
6. Students will be able to identify effective leadership styles and theories and apply them in real-world scenarios.

## **Module 1**

Fundamentals of Business. Forms and choice of Business organization. Management concepts: features, principles, process, functions, roles and responsibilities of managers, emerging concepts in management.

## **Module 2**

Management Thought -Classical Perspective, Scientific Management, Administrative Management, Bureaucratic Management, Behavioural Perspective.

## **Module 3**

Planning: Concept, purpose, principles, process, organization structure, project and matrix structure, delegation and decentralization. Decision Making.

## **Module 4**

Organization: Concept, purpose, principles, process, organization structure, project and matrix structure, delegation and decentralization. Staffing: Manpower planning, recruitment selection, induction, training and development.

## **Module 5**

Effective Directing, Supervision, Leadership - Concept, Styles and Theories - Trait Theory, Behavioural Theories, Contingency Theories.

## **Reference Books**

1. "Business Organization and Management," C.B. Gupta, Sultan Chand & Sons, 19th Edition, 2023
2. "Principles of Management," R.K. Sharma and Shashi K. Gupta, Kalyani Publishers, 10th Edition, 2022
3. "Management: Principles and Practices," K.K. Dewett, S. Chand Publishing, 4th Edition, 2020
4. "Essentials of Management," P.N. Reddy, Himalaya Publishing House, 6th Edition, 2021
5. "Management: A Global Perspective," Heinz Weihrich and Harold Koontz, McGraw-Hill Education, 14th Edition, 2020
6. "Principles of Management," Stephen P. Robbins and Mary Coulter, Pearson Education, 15th Edition, 2022
7. "Organizational Behavior," Stephen P. Robbins and Timothy A. Judge, Pearson Education, 18th Edition, 2022



# **BBA4.5DCCT13 - Financial Accounting**

**Objectives:** To understand the fundamentals of accounting, its role as an information system, and the concepts and conventions used. To master the accounting process including journalizing, posting to ledger, preparation of trial balance, and final accounts. To comprehend specialized topics like accounting for bills of exchange, depreciation, inventory valuation, and preparation of profit and loss accounts for sole proprietorship and partnership firms.

## **Course Outcomes**

1. Students will describe the fundamental concepts and objectives of accounting.
2. Students will identify and apply accounting concepts and conventions.
3. Students will perform journal entries, ledger postings, and trial balance preparation.
4. Students will detect and correct accounting errors.
5. Students will account for bills of exchange, depreciation, and inventory valuation.
6. Students will prepare final accounts and understand the balance sheet structure.
7. Students will differentiate between capital and revenue transactions.

## **Module 1**

Accounting; Meaning nature, functions; objectives and usefulness. Accounting as an information system in an organization. Concepts and Conventions of accounting. Concepts of business transaction, classification of accounts, rules of debit and credit.

## **Module 2**

Accounting process: Journal; Purpose, ruling and recording of journal and subdivision of Journal. Ledger; Purpose, ruling and posting, balancing, types and subdivisions.

## **Module 3**

Preparation of trial balance; Accuracy of trial balance, Accounting errors, ratification of errors, effects of errors on final accounting. Accounting for bills of exchange, Accounting for self-ledger, accounting for depreciation. Inventory valuation methods

## **Module 4**

Preparation of final accounts; Concept and measurement of income, matching of cost and revenue, difference between capital and revenue, balance sheet concept and purpose, assets and liabilities as preparation of trading account.

## **Module 5**

Profit and loss account (only for sole proprietorship and partnership firms)

## **Reference Books**

1. "Advanced Accountancy," R.L. Gupta and M. Radhaswamy, Sultan Chand & Sons, 19th Edition, 2022
2. "Financial Accounting," S.N. Maheshwari and S.K. Maheshwari, Vikas Publishing House, 6th Edition, 2021
3. "Principles and Practice of Accounting," D.K. Goel, Arya Publications, 15th Edition, 2023
4. "Accountancy," T.S. Grewal, S. Chand Publishing, 12th Edition, 2020
5. "Accounting Principles," Jerry J. Weygandt, Paul D. Kimmel, and Donald E. Kieso, Wiley, 13th Edition, 2018
6. "Financial Accounting," Robert Libby, Patricia Libby, and Frank Hodge, McGraw-Hill Education, 10th Edition, 2019
7. "Intermediate Accounting," Donald E. Kieso, Jerry J. Weygandt, and Terry D. Warfield, Wiley, 17th Edition, 2019

# **BBA4.5DCCT14 - Entrepreneurship & Small Business Management**

**Objectives:** To comprehend the concept of entrepreneurship, its evolution, characteristics, and its role in economic development. Analyse entrepreneurship in India, including factors, institutional frameworks, and theories. Explore the relationship between small and large businesses, issues faced by small scale industries, entrepreneurial motivation, and policy support. Understand forms of ownership, entrepreneurial development, and training, fostering an entrepreneurial environment. Learn project management from idea generation to appraisal, focusing on financing issues.

## **Course Outcomes:**

1. Explain the historical development of entrepreneurship and identify key characteristics of successful entrepreneurs.
2. Describe the factors affecting entrepreneurship in India and the institutional support available.
3. Analyse the dynamics between small and large businesses, and identify challenges faced by small scale industries in India.
4. Differentiate between various forms of business ownership and assess the importance of entrepreneurial development and training.
5. Outline the steps involved in project management and identify common financing issues faced by small businesses

## **Module 1**

Concept of Entrepreneur and Entrepreneurship - its evolution, characteristics, role of Entrepreneurship in Economic Development.

## **Module 2**

Entrepreneurship in India - Factors and Institutional framework. Theories of Entrepreneurship.

## **Module 3**

Relationship between small and large business, problems of small scale industries in the Indian context, growth of SSI's and Entrepreneurial Motivation, Policy support to small scale industries and Entrepreneurship.

## **Module 4**

Forms of Ownership - Structural patterns, Entrepreneurial Development and Training, aspects involved in the growth of Entrepreneurial Environment.

## **Module 5**

Projects managements - Project idea to Project Appraisal. Issues in financing small business.

## **Reference Books**

1. Bholanath Dutta (2010) Entrepreneurship Management, - Text and Cases, Excel Books
2. Vasant Desai, (2010) Fundamental of Entrepreneurship and Small & business management, Himalya Publishing house
3. Renu Arora, SK Sood, (2010) Entrepreneurship Development, Kalyani Publishers
4. Lal, Sahai (2010) Entrepreneurship, 2nd Edition, Excel Books

## II Semester

### BBA4.5AECT21 – General English or Hindi

Common Curriculum for all Under Graduate Students

## **BBA4.5DCCT22 - Business Laws**

**Objectives:** To provide a comprehensive understanding of legal principles governing contracts, sales, negotiable instruments, LLPs, and companies. To familiarize students with the essential elements, rights, duties, and legal procedures associated with each topic.

### **Course Outcomes:**

1. Explain the fundamental concepts and essential elements of contracts and differentiate between various types of contracts.
2. Analyse the essentials of a contract of sale, distinguish between sale and agreement to sell, and understand conditions and warranties in sale transactions.
3. Describe the characteristics and legal aspects of negotiable instruments, including promissory notes, bills of exchange, and cheques, and analyse their modes of negotiation and maturity.
4. Outline the definition, elements, rights, and registration procedures of Limited Liability Partnerships (LLPs), and compare LLPs with traditional partnerships.
5. Discuss the types, formation, and procedures for winding up and dissolution of companies, including legal requirements and implications.

### **Module 1**

Definition of contract and essential elements of contract (General introduction), kinds of contract, performance of contract, discharge of contract, breach of contract, remedies for breach of contract.

### **Module 2**

Definition of contract of sales, essentials of contract of sale, sale and agreement to sell and its distinction, kinds of goods, conditions and warranties and its distinction.

### **Module 3**

Definition and characteristics of negotiable instrument, definition of Promissory Note, Bill of exchange and cheque and their differences, Holder in due course, Modes of Negotiation, Maturity of Negotiable Instrument, Dishonour of a negotiable instrument.

### **Module 4**

Definition of Limited liability partnership, essential elements of LLP, rights and duties of a partners, procedure for registration of a LLP, Difference between Partnership and LLP. Conversion of LLP into other forms of business organisation.

### **Module 5**

Definition of company, kinds of companies, formation of a company, winding and dissolution of companies.

### **Reference Books**

1. Bare Acts
2. Elements of Mercantile Law. N.D. Kapoor, Sultan Chand & Sons
3. Business Law. N.D. Kapoor, Sultan Chand & Sons
4. Legal Aspects of Business. Akhileshwar Pathak, Tata McGraw Hill
5. Kuchchal M.C, Mercantile Law, Vikas Publishing House (P) Ltd.
6. Pathak Akhileshwar, Legal Aspects of Business, Tata McGraw Hill Pub. Company Ltd.
7. Sheth Tejpal, Business Law, Pearson Education

# **BBA4.5DCCT23 - Organisation Behaviour**

**Objectives:** To understand the foundational concepts and theories in Organizational Behaviour (OB), including personality, attitudes, motivation, perception, learning, group behaviour, conflict management, stress management, and organizational change.

**Course Outcomes:**

1. Analyse the determinants, traits, and theories of personality in the context of OB.
2. Evaluate attitudes, perception, and their impact on organizational behaviour.
3. Examine various theories of motivation and their application in organizational settings.
4. Assess the dynamics of group behaviour, stages of group development, and factors influencing group effectiveness.
5. Apply strategies for managing conflict, stress, and organizational change.
6. Investigate case studies and research studies related to OB practices.

**Module 1**

OB: A Social Systems Approach. Determinants, Traits and Theories of Personality. OB: Emerging Challenges and Opportunities, Learning Organizations.

**Module 2**

Formation of attitudes and value systems. Perception: Meaning, perceptual process, perceptual errors.

**Module 3**

Motivation: Definition, Nature and Importance, Theories of Motivation - content and process theories. Learning: Meaning and theories of learning.

**Module 4**

Foundations of Group Behavior: Formal and Informal Group, Types of Groups, Stages of Group Development, Group Effectiveness. Groups and team building factors affecting Group performance, group development, types of teams, group cohesiveness. Sources of conflict, conflict management.

**Module 5**

Stress and Stress Management. Management by objectives, Management of change, Research studies and case studies in organizational behaviour.

**Reference Books**

1. "Organizational Behavior: Text and Cases" by K. Aswathappa, Himalaya Publishing House, 15th edition, 2023
2. "Organizational Behavior" by P. Robbins and T. Judge, Pearson Education India, 18th edition, 2022
3. "Essentials of Organizational Behavior" by Stephen P. Robbins and Timothy A. Judge, Pearson Education India, 15th edition, 2021
4. "Organizational Behavior" by Udaipuria, Excel Books, 6th edition, 2023
5. "Organizational Behavior: Improving Performance and Commitment in the Workplace" by Jason A. Colquitt, Jeffery A. LePine, and Michael J. Wesson, McGraw-Hill Education, 6th edition, 2024
6. "Organizational Behavior: Understanding and Managing Life at Work" by Gary Johns and Alan M. Saks, Pearson, 11th edition, 2023
7. "Organizational Behavior: Human Behavior at Work" by John W. Newstrom and Keith Davis, McGraw-Hill Education, 14th edition, 2022

# BBA4.5DCCT24 - Statistics for Business Decisions

**Objectives:** To provide an understanding of statistics, its definition, functions, scope, importance, and limitations. To learn classification and tabulation techniques for data analysis. To comprehend measures of central tendency, dispersion, skewness, correlation, regression, rank correlation, and index numbers, along with their applications.

**Course Outcomes:**

1. Define statistics and explain its functions, scope, and importance in various fields.
2. Classify and tabulate data effectively for statistical analysis.
3. Calculate and interpret measures of central tendency (median, mode, arithmetic mean, geometric mean, harmonic mean).
4. Compute and interpret measures of dispersion (range, mean deviation, standard deviation, variance) and skewness.
5. Analyse relationships between variables using correlation, regression, and rank correlation methods.
6. Apply index numbers for measuring changes in economic variables and conduct tests on index numbers.

**Module 1**

Introduction to Statistics, Definition, Functions of statistics, scope and importance of statistics. Limitations. Classification and Tabulation of data.

**Module 2**

Measures of Central Tendency: Meaning and definition, Types of average, Median, Mode, Arithmetic mean, Geometric mean, Harmonic mean, Comparative study of different Averages.

**Module 3**

Measures of Dispersion - Range, Mean Deviation, Standard Deviation and Variance. Skewness.

**Module 4**

Correlation and Regression. Rank Correlation.

**Module 5**

Index Numbers, concept, utility, methods, simple and weighted average of relatives and aggregative index. Tests on Index Numbers

**Reference Books**

1. "Business Statistics" by S.P. Gupta, Sultan Chand & Sons, 4th edition, 2023
2. "Statistics for Management" by Richard I. Levin and David S. Rubin, Pearson Education India, 7th edition, 2022
3. "Statistical Methods" by S.C. Gupta and V.K. Kapoor, Sultan Chand & Sons, 39th edition, 2021
4. "Basic Statistics for Business and Economics" by Douglas A. Lind, William G. Marchal, Samuel A. Wathen, McGraw-Hill Education, 9th edition, 2023
5. "Statistics for Business and Economics" by Paul Newbold, William L. Carlson, Betty Thorne, Pearson, 9th edition, 2024
6. "Applied Statistics for Business and Economics" by David P. Doane and Lori E. Seward, McGraw-Hill Education, 5th edition, 2023
7. "Statistics: Unlocking the Power of Data" by Robin H. Lock, Patti Frazer Lock, Kari Lock Morgan, Eric F. Lock, Wiley, 4th edition, 2022

## III Semester

### BBA5SDCT31 – Elementary Computer

Common Curriculum for all Under Graduate Students

# **BBA5DCCT32 - Managerial Economics**

**Objectives:** To introduce students to the concepts, scope, and importance of managerial economics. To analyse distribution, consumption, cost, price competition, and micro and macroeconomic analysis. To understand demand analysis, elasticity, determinants of demand, production function analysis, cost and revenue concepts. To examine market structures, pricing under perfect competition, monopoly, price discrimination, monopolistic competition, oligopoly, collusion, price leadership, and kinked demand curve models.

## **Course Outcomes:**

1. Define and explain the scope and importance of managerial economics in decision-making.
2. Analyse distribution, consumption patterns, consumption function, and the dynamics of cost and price competition.
3. Apply microeconomic and macroeconomic analysis in understanding economic behaviour and decision-making.
4. Evaluate factors influencing demand elasticity and the determinants of demand for various goods.
5. Analyse production functions, factors of production, laws of production, stages of production, and cost-revenue relationships.
6. Explain price and output determination under monopolistic competition and oligopoly.
7. Evaluate collusion, price leadership models, and the kinked demand curve theory in oligopoly markets.

## **Module 1**

The meaning, scope and importance of managerial economics, Distribution, consumption and consumption function, cost, price competition, Introduction to micro and macro analysis.

## **Module 2**

Demand Analysis, Factors influencing Demand Elasticity and Demand Level, Demand analysis for various products and situations. Determinants of Demand for durable and non -durable goods, long run & short -run, derived and autonomous Demand, Industry & firm Demand.

## **Module 3**

Production function Analysis. Factors of production, laws of production, Stages of production, Concepts of cost and revenue.

## **Module 4**

Market structure, Pricing under perfect competition and Monopoly. Price Discrimination under various market.

## **Module 5**

Price and output determination under monopolistic competition and Oligopoly. Collusion, Price leadership and Kinked demand curve models under Oligopoly.

## **Reference Books**

1. "Managerial Economics" by D.N. Dwivedi, Vikas Publishing House, 8th edition, 2023
2. "Managerial Economics: Analysis, Problems, Cases" by P.L. Mehta, Sultan Chand & Sons, 15th edition, 2022
3. "Managerial Economics" by Varshney & Maheshwari, Sultan Chand & Sons, 4th edition, 2021
4. "Managerial Economics: Principles and Worldwide Applications" by Dominick Salvatore, Oxford University Press, 9th edition, 2023
5. "Managerial Economics" by Christopher R. Thomas and S. Charles Maurice, McGraw-Hill Education, 13th edition, 2024
6. "Managerial Economics: Theory, Applications, and Cases" by W. Bruce Allen, Doherty, and Weigelt, W.W. Norton & Company, 8th edition, 2023
7. "Managerial Economics in a Global Economy" by Dominick Salvatore, Oxford University Press, 5th edition, 2022



# **BBA5DCCT33 - Production and Operations Management**

**Objectives:** To introduce the principles and techniques of production management, including production processes, forecasting methods, production planning, control, inventory management, project analysis using PERT/CPM, and work study.

## **Course Outcomes:**

1. Understand the scope and importance of production management in manufacturing and service sectors.
2. Apply qualitative and quantitative forecasting techniques for effective production planning.
3. Implement production planning and control techniques including MPS, MRP, and line balancing.
4. Analyse the role of inventory in supply chain management, and apply models like EOQ, EBQ, and Quantity Discount Model.
5. Apply PERT and CPM techniques for project scheduling and optimize project duration through crashing.
6. Apply work study and method study techniques for improving productivity and efficiency in operations.

## **Module 1**

Introduction to Production Management; Scope of Production Management; Production Processes; Location and Layout. Forecasting: Qualitative and Quantitative Techniques of Forecasting.

## **Module 2**

Production Planning and Control. Master Production Schedule (MPS). Material Requirement Planning (MRP). Line balancing.

## **Module 3**

Classification, role of inventory in supply chain, inventory costs, Economic order quantity (EOQ), Economic batch quantity (EBQ) and Quantity discount model.

## **Module 4**

Project Analysis: PERT/CPM: Programme Evaluation Research Task (PERT) and Critical Path Method (CPM): Principles of Network Construction, Time Aspect of Projects, Crashing of a Project to minimum duration.

## **Module 5**

Work Study and Method Study. Work Measurement, Techniques of Work Measurement, Time Study, Work Sampling.

## **Reference Books**

1. "Production and Operations Management" by S.N. Chary, Tata McGraw-Hill Education, 5th edition, 2023
2. "Production and Operations Management" by K. Aswathappa, Himalaya Publishing House, 8th edition, 2022
3. "Operations Management: Theory and Practice" by B. Mahadevan, Pearson Education India, 3rd edition, 2021
4. "Production and Operations Management" by R. Paneerselvam, Prentice Hall of India, 3rd edition, 2023
5. "Operations Management" by Nigel Slack, Stuart Chambers, and Robert Johnston, Pearson Education, 9th edition, 2024
6. "Operations Management" by William J. Stevenson, McGraw-Hill Education, 13th edition, 2023
7. "Introduction to Operations and Supply Chain Management" by Cecil Bozarth and Robert Handfield, Pearson Education, 5th edition, 2022

# **BBA5DCCT34 - Marketing Management**

**Objectives:** To introduce marketing concepts, evolution, and the marketing mix. To understand marketing planning, market segmentation, targeting, positioning, product strategies including new product development, product line management, branding, packaging decisions, product life cycle strategies, pricing objectives, policies, methods, strategies, channels of distribution, and promotion mix.

## **Course Outcomes:**

1. Define marketing and explain its evolution and core concepts.
2. Apply marketing mix variables effectively in marketing planning and strategy development.
3. Analyse market segmentation methods and processes, and evaluate their importance in targeting specific market segments.
4. Develop strategies for positioning products and managing product mix effectively.
5. Implement branding, packaging decisions, and product life cycle strategies to maximize product effectiveness.
6. Understand pricing objectives, policies, methods, and strategies, and apply basic concepts of channels of distribution and promotion mix.

## **Module 1**

Marketing Concepts and its evolution. Meaning and definition of marketing and marketing mix variables. Marketing Planning: Importance of marketing planning, marketing planning process, scanning the marketing environment and identifying business opportunities.

## **Module 2**

Market Segmentation and Market Targeting, Importance of market segmentation, Methods and process of market segmentation.

## **Module 3**

Positioning. Product Mix Strategies: Meaning and types of product, new product development.

## **Module 4**

Managing product lines, Branding and Packaging Decisions. Product life cycle concept and strategies to be used in different strategies of P.L.C.

## **Module 5**

Pricing Objectives, Policies, Methods of Setting Price, Pricing Strategies, Basic understanding of Channels of Distribution. Promotion -mix.

## **Reference Books**

1. "Marketing Management" by Philip Kotler, Kevin Lane Keller, Pearson Education, 15th Global edition, 2023
2. "Marketing Management: A South Asian Perspective" by Philip Kotler, Kevin Lane Keller, Abraham Koshy, and Mithileshwar Jha, Pearson Education, 15th edition, 2022
3. "Principles of Marketing" by Philip Kotler and Gary Armstrong, Pearson Education India, 17th Global edition, 2021
4. "Marketing Management" by Rajan Saxena, Tata McGraw-Hill Education, 5th edition, 2023
5. "Marketing: An Introduction" by Gary Armstrong and Philip Kotler, Pearson, 14th edition, 2024
6. "Principles of Marketing" by Philip Kotler and Gary Armstrong, Pearson, 17th edition, 2023
7. "Marketing Management" by Kevin Lane Keller, Pearson, 16th edition, 2022

## IV Semester

### BBA5VACT41 – Indian Knowledge System

Common Curriculum for all Under Graduate Students

# **BBA5DCCT42 - Human Resource Management**

**Objectives:** To introduce the concepts of Human Resource Management (HRM) and highlight the importance of human factors in organizations. To understand the functions, objectives, and qualities required of an HR manager.

## **Course Outcomes:**

1. Define HRM and explain its importance in organizational success.
2. Identify and describe the functions of HRM.
3. Evaluate the role and qualities of an effective human resource manager.
4. Understand organizational structures within HR departments and the process of human resource planning.
5. Demonstrate knowledge of job analysis, job description, and job specification.
6. Explain the processes of recruitment, selection, placement, induction, and employee exit including exit interviews.
7. Discuss concepts, purposes, methods, and responsibilities in training and development.
8. Evaluate performance appraisal methods, promotions, and transfer processes.
9. Analyse concepts, principles, and factors affecting wage systems, incentives, and fringe benefits.

## **Module 1**

HRM: Concepts, importance of human factor, functions of HRM, objectives, Qualities of human resource Manager.

## **Module 2**

Organisation structures of H.R. Department. Process of human resources planning: job analysis, job description, and job specification

## **Module 3**

HR Planning, Recruitment, Selections, Placements, Induction. Employee Exit and Exit Interview.

## **Module 4**

Training and Development Concepts: purpose, process, method, responsibility for training and development. Performance appraisal, Promotions and transfers.

## **Module 5**

Compensation: Concepts, principles of good wage, Factors affecting wage system, Incentives and fringe benefits. Monetary and non-monetary incentives.

## **Reference Books**

1. "Human Resource Management" by V.S.P. Rao, Excel Books, 5th edition, 2023
2. "Human Resource Management" by T.N. Chhabra, Dhanpat Rai Publications, 7th edition, 2022
3. "Human Resource Management: Text and Cases" by K. Aswathappa, Tata McGraw-Hill Education, 7th edition, 2021
4. "Human Resource Management" by C.B. Mamoria and S.V. Gankar, Himalaya Publishing House, 8th edition, 2023
5. "Human Resource Management" by Gary Dessler, Pearson, 16th Global edition, 2024
6. "Human Resource Management: Gaining a Competitive Advantage" by Raymond A. Noe, John R. Hollenbeck, Barry Gerhart, Patrick M. Wright, McGraw-Hill Education, 12th edition, 2023
7. "Managing Human Resources" by Scott A. Snell and Shad S. Morris, Cengage Learning, 19th edition, 2022

# **BBA5DCCT43 - Financial Management**

**Objectives:** To introduce the fundamentals of financial management including its meaning, scope, role, and objectives. To understand the organization of the finance function within a company and its relationship with other business functions.

## **Course Outcomes:**

1. Define financial management and its scope in organizational decision-making.
2. Explain the role and objectives of financial management in achieving organizational goals.
3. Analyse the organization of the finance function and its interaction with other functional areas.
4. Evaluate investment decisions using various capital budgeting techniques such as ROI, payback period, accounting rate of return, discounted cash flow methods (NPV, profitability index, IRR).
5. Compute and interpret the cost of capital and understand its significance in financial decision-making.
6. Discuss financing decisions, financial planning, capitalization, and capital structure theories.
7. Examine the sources of finance including equity, debt, and new financial instruments, and understand money markets and capital markets.
8. Analyse concepts and strategies related to operating funds management, including working capital, inventory, receivable, and cash management.
9. Apply tools of financial analysis such as ratio analysis, fund flow analysis, cash flow analysis, and break-even analysis for decision-making.

## **Module 1**

Introduction: Meaning, scope, role and objectives of financial management, Organization of finance function, relationship of finance function with other functions.

## **Module 2**

Investment Decisions: Return on investment method of evaluation of capital investment proposals, pay back accounting rate of return, discounted cash flow techniques: Rate of return, discounted cash flow techniques NPV, profitability Index/cost benefit ratio and internal rate of return.

## **Module 3**

Cost of Capital: Meaning, Significance and computation. Financing Decision, Financial Planning capitalization and capital structure. Source of finance: Equity, V/s Debt and new instrument of finance, Money markets and capitals markets.

## **Module 4**

Operating Funds Management - Concept, determinants and source of working capital, Inventory, receivable and cash management.

## **Module 5**

Tools of financial Analysis - Ratio, fund, flow and cash flow analysis, Break even analysis.

## **Reference Books**

1. "Financial Management" by I.M. Pandey, Vikas Publishing House Pvt Ltd, 10th edition, 2023
2. "Financial Management: Theory and Practice" by Prasanna Chandra, Tata McGraw-Hill Education, 10th edition, 2022
3. "Financial Management" by M.Y. Khan and P.K. Jain, Tata McGraw-Hill Education, 9th edition, 2021
4. "Financial Management" by Ravi M. Kishore, Taxmann Publications Pvt. Ltd., 7th edition, 2023
5. "Principles of Corporate Finance" by Richard A. Brealey, Stewart C. Myers, and Franklin Allen, McGraw-Hill Education, 13th edition, 2024
6. "Fundamentals of Financial Management" by Eugene F. Brigham and Joel F. Houston, Cengage Learning, 16th edition, 2023
7. "Corporate Finance: A Focused Approach" by Michael C. Ehrhardt and Eugene F. Brigham, Cengage Learning, 8th edition, 2022

# **BBA5DCCT44 - Research Methods**

**Objectives:** To introduce the concept of business research and its application in management functions. To understand types of research, challenges faced by researchers, precautions in research, steps in the research process, research design types, sampling methods, data collection techniques, measurement scales, hypothesis testing, parametric and non-parametric tests, report writing, and presentation of research results.

## **Course Outcomes:**

1. Define business research and explain its relevance to management functions.
2. Identify types of research and discuss common problems encountered by researchers.
3. Apply precautions and steps in the research process effectively.
4. Understand various types of research designs and their applications.
5. Evaluate sampling techniques including probability and non-probability sampling methods.
6. Differentiate between primary and secondary data and apply methods of data collection.
7. Describe and apply basic measurement scales in research.
8. Formulate hypotheses and understand types of errors in hypothesis testing.
9. Apply parametric and non-parametric tests for data analysis.
10. Explain the importance of report writing and effectively structure research reports.
11. Understand bibliography and references and apply appropriate writing styles.

## **Module 1**

Concept of Business Research and Its Application in Various Functions of Management, Types of Research, Problems encountered by the Researcher, Precautions to be taken by the Researchers. Steps Involved in Research Process. Types of Business Research Design: Exploratory Research Design, Experimental Research Design, Descriptive Research Design.

## **Module 2**

Sampling: Concepts - Types of Sampling - Probability Sampling – simple random sampling, systematic sampling, stratified random sampling, cluster sampling. Non -Probability Sampling – convenience sampling - judgmental sampling, snowball sampling - quota sampling. Data Collection: Primary and Secondary data. Various Methods of Collection of Primary and Secondary Data.

## **Module 3**

Basic measurement scales - Nominal scale, Ordinal scale, Interval scale, Ratio scale. Hypothesis: Meaning, Types, Formulation of Hypothesis, Errors in Hypothesis Testing

## **Module 4**

Parametric and Non-Parametric Tests: T -Test, Z -Test, Chi Square, ANOVA

## **Module 5**

Report writing and presentation of results: Importance of report writing, types of research report, report structure, guidelines for effective documentation. Bibliography and References – Meaning, difference, and writing styles of bibliography and references.

## **Reference Books**

1. "Business Research Methods" by C.R. Kothari, New Age International Publishers, 3rd edition, 2023
2. "Research Methodology: Methods and Techniques" by C.R. Kothari, New Age International Publishers, 3rd revised edition, 2022
3. "Research Methodology: A Step-by-Step Guide for Beginners" by Ranjit Kumar, Sage Publications India Pvt Ltd, 5th edition, 2021
4. "Business Research Methods" by Donald R. Cooper and Pamela S. Schindler, McGraw-Hill Education, 14th edition, 2023
5. "Research Methods for Business: A Skill-Building Approach" by Uma Sekaran and Roger Bougie, Wiley, 8th edition, 2024
6. "Research Methods for Business Students" by Mark Saunders, Philip Lewis, and Adrian Thornhill, Pearson Education Limited, 8th edition, 2023
7. "Business Research Methods" by Alan Bryman and Emma Bell, Oxford University Press, 5th edition, 2022

## V Semester

### BBA5.5SDCT51 – Communication Skills

Common Curriculum for all Under Graduate Students

## BBA5.5DCCP52 – Internship Project Report

**Objectives:** This course is designed to synthesize the knowledge and skills developed in previous courses and apply them to this course. To give adequate exposure to the operational environment in the field of Business Management. This course will enable students to develop understanding and obtain practical experience of the research process and research skills required to undertake a supervised primary data-based research project. This course intends to provide skills to the learners discover and provide a framework within which research is conducted so that student's answers are fact based and backed-up by solid information.

**Course Outcomes:**

1. To evaluate business problems in complex contexts using social, ethical, economic, regulatory and global perspectives.
2. To Integrate advanced theoretical and technical knowledge in business which includes a selection of issues related to Business and related disciplines.
3. To appraise and appreciate strategic implications of local and global changes /developments in the subject area.
4. To develop key personal and inter-personal globally-relevant skills for academic and professional enhancement.
5. To establish links between theory and methods within field of study.
6. To present findings in an appropriate written format.

The Internship Project is a practical, in-depth study of a primary data-based problem related to contemporary business management issues. Guiding principle behind Internship Project work is improvement in knowledge/skills, employability and development of research aptitude in the students.

A 45 day mandatory Summer Internship is required to equip the students with practical knowledge and provide them exposure to real time industrial environments. This Training / Internships option can be availed at any Government Agency/ Public or Private Limited Company / Skill Center/ Social Sector Organization/Government initiated social schemes/NGOs etc. Students will enroll for the Summer Training after completion of IV Semester Exams and complete it before the commencement of V Semester Classes.

The Industry where the Student joins training will assign an assign a topic based on Primary Data Collection, Analysis and Reporting. The topics assigned must help in creating conditions conducive to the quest for knowledge and its applicability in business management and must reflect requirement of an in-depth analysis and interpretation of any Business Management or related discipline problem.

Every student will also have regular consultation with his/her assigned College Teacher to identify objectives of study, prepare a research plan and complete the allocated task. Each student has to maintain a diary in which he/she will record the details of work/ activity progress, the diary has to be checked by the concerned Faculty Guide.

At the end, the Student is expected to prepare a hand written comprehensive report of the work done not exceeding 50 pages. The Final report needs to be submitted to the College / Department for evaluation.

A Semester – End Internship Project Report Viva-Voce of 150 Marks will be conducted for evaluation and there shall be no theory/written (internal/external) examination for this course. The Internship Project Report Viva-Voce will be evaluated by two Examiners, one internal and one external (selected from the panel of Examiners allotted by the University).

This Viva-Voce, will include questions on the basis of the Internship Project Study. Overall Project Report may be evaluated under the following heads:

- Project design
- Methodology and Content depth
- Presentation – Style, Comprehensiveness, Table presentation, Graphs, Charts, etc.
- Results and Discussion
- Future Scope and References
- Viva-Voce



## **BBM5.5DCET53 - Marketing of Services**

**Objectives:** To introduce the concept of services marketing and differentiate between services and goods. To understand the characteristics and classification of services, and the role of marketing in service organizations.

### **Course Outcomes:**

1. Differentiate between services and goods and analyse the unique characteristics of services.
2. Explain the role of marketing in service organizations and its impact on business strategies.
3. Analyse consumer behaviour in services, including purchase behaviour, alternatives evaluation, satisfaction, and post-purchase evaluation.
4. Apply segmentation, targeting, and positioning strategies specific to services.
5. Discuss the traditional marketing mix elements (product, place, promotion, pricing) in the context of services marketing.
6. Describe the extended marketing mix elements (process, people, and physical evidence) and their significance in services marketing.
7. Identify quality gaps in service delivery and understand the principles of ISO 9004 in service management.
8. Explore management practices in various service sectors such as banking, tourism, healthcare, financial services, and education.

### **Module 1**

Introduction: Services v/s goods, characteristics of services, classification of services. The role of marketing in service organizations.

### **Module 2**

Consumer behaviour in Services: consumer purchase behaviour, service alternatives, satisfaction and post purchase evaluation.

### **Module 3**

Segmenting, targeting and positioning of Services. Traditional Marketing Mix: Product; Place, Promotion and Pricing.

### **Module 4**

Elements of Extended Marketing Mix: Process, People, Physical evidence. Quality gaps, ISO 9004(2).

### **Module 5**

Management of Services: Banks, tourism, health care, financial services education etc. Trends in services marketing. Analysis, cases and current developments.

### **Reference Books**

1. "Services Marketing: People, Technology, Strategy" by Christopher H. Lovelock and Jochen Wirtz, Pearson Education India, 8th edition, 2023
2. "Services Marketing: Integrating Customer Focus Across the Firm" by Valarie Zeithaml, Mary Jo Bitner, and Dwayne Gremler, McGraw-Hill Education, 7th edition, 2022
3. "Services Marketing: Concepts, Strategies & Cases" by K. Jayavelu, Himalaya Publishing House, 3rd edition, 2021
4. "Services Marketing: Text and Cases" by Rajendra Nargundkar, Tata McGraw-Hill Education, 6th edition, 2023
5. "Services Marketing: Integrating Customer Focus Across the Firm" by Valarie Zeithaml, Mary Jo Bitner, and Dwayne Gremler, McGraw-Hill Education, 7th edition, 2022
6. "Services Marketing: People, Technology, Strategy" by Christopher H. Lovelock and Jochen Wirtz, Pearson, 8th Global edition, 2024
7. "Services Marketing: Concepts, Strategies & Cases" by K. Douglas Hoffman and John E.G. Bateson, Cengage Learning, 5th edition, 2023

# **BBM5.5DCET54 - Product and Brand Management**

**Objectives:** To introduce the concepts and strategies related to product and brand management. To understand the development of new products, differentiation, positioning, brand equity, brand loyalty, brand awareness, and brand associations. To analyse brand strategy including brand elements, extensions, revitalization, and global branding.

## **Course Outcomes:**

1. Explain the classifications of products and their implications for marketing strategies.
2. Analyse the process and strategies involved in developing new products and managing product lines effectively.
3. Differentiate and position market offers based on consumer needs and competitive landscape.
4. Discuss the importance of managing product support services and their impact on brand perception.
5. Evaluate the concept of brand equity, including brand loyalty, brand awareness, and perceived quality.
6. Analyse brand associations and their role in positioning decisions.
7. Apply methods to measure brand associations and assess their effectiveness.
8. Formulate brand strategies including brand elements (name, symbol, slogan) and extensions.
9. Discuss strategies for revitalizing brands and managing global branding challenges.
10. Analyse case studies and participate in seminars to understand current developments in product and brand management.

## **Module 1**

Products, classifications and implications. Development of new products, managing product lines.

## **Module 2**

Differentiating and positioning the market offer, managing product support services.

## **Module 3**

Managing Brand Equity and Concept of brand equity, brand loyalty, brand awareness, perceived quality of brands.

## **Module 4**

Brand associations, positioning decision of brands, measurement of brand associations.

## **Module 5**

Brand Strategy: The name, symbol and slogan; Brand extensions. Revitalizing the brand and Global branding. Analysis of cases and seminar on current developments.

## **Reference Books**

1. "Product Management" by Donald R. Lehmann and Russell S. Winer, McGraw-Hill Education, 5th edition, 2023
2. "Brand Management: Text and Cases" by Kevin Lane Keller, Pearson Education India, 5th edition, 2022
3. "Marketing Management: Indian Cases" by V.S. Ramaswamy and S. Namakumari, Macmillan Publishers India Ltd, 7th edition, 2023
4. "Brand Management" by K.P. Seethapathy, Himalaya Publishing House, 4th edition, 2021
5. "Strategic Brand Management: Building, Measuring, and Managing Brand Equity" by Kevin Lane Keller, Pearson, 5th Global edition, 2024
6. "Product Management" by Donald R. Lehmann and Russell S. Winer, McGraw-Hill Education, 5th edition, 2023
7. "Brand Leadership" by David A. Aaker, Free Press, 2nd edition, 2022

## **BBH5.5DCET53 - Organisational Development**

**Objectives:** To introduce the concept of Organizational Development (OD), its objectives, characteristics, and models. To understand mechanistic and organic systems, contingency approaches, and various OD interventions. To explore career planning, role analysis techniques, survey feedback, Management by Objectives (MBO), Grid OD, third-party peace-making, confrontation meetings, organizational mirroring, Quality of Work Life (QWL), process consultation, and team building in OD. To discuss the roles and functions of change agents, the consultant-client relationship, and consulting styles in India.

### **Course Outcomes:**

1. Define Organizational Development (OD) and explain its objectives and characteristics.
2. Analyse different models and approaches used in OD interventions.
3. Compare mechanistic and organic systems and apply contingency approaches in organizational settings.
4. Apply career planning and role analysis techniques to enhance organizational effectiveness.
5. Evaluate various OD interventions including survey feedback, Management by Objectives (MBO), Grid OD, and team building exercises.
6. Discuss the role of third-party peace-making and confrontation meetings in resolving organizational conflicts.
7. Implement organizational mirroring and Quality of Work Life (QWL) initiatives for employee satisfaction.
8. Explain the process of process consultation and its application in organizational settings.
9. Evaluate consulting styles of prominent Indian OD consultants and their contributions to the field.

### **Module 1**

Introduction, Meaning and definition - objectives of OD. Characteristics features of OD, Value and Ethos in OD, futures of OD. Models of OD.

### **Module 2**

Mechanistic and organic systems and the contingency approach. An Overview OD Interventions. Life and career planning - role analysis techniques.

### **Module 3**

Survey Feed Back - MBO -Grid OD - Third -party peace -making confrontation meeting - organisational mirror - QWL Process consultation - Team Building.

### **Module 4**

Consultant Client Relationship - Change agent - External Vs. Internal consultant - role and functions of internal and external change agents.

### **Module 5**

Consulting Styles of India - Consultants (Ishwar Dayal, B. L. Maheshwari, D.P. Sinha, Nilesh De).

### **Reference Books**

1. "Organizational Development: Theory and Practice" by Udai Pareek, Oxford University Press, 3rd edition, 2023
2. "Organizational Change and Development" by B.L. Maheshwari, McGraw Hill Education, 5th edition, 2022
3. "Organizational Behaviour: Text and Cases" by K. Aswathappa, Himalaya Publishing House, 14th edition, 2023
4. "Organizational Development and Change" by T.V. Rao, Response Books, 2nd edition, 2021
5. "Organization Development: A Jossey-Bass Reader" by Joan V. Gallos (Editor), Jossey-Bass, 3rd edition, 2024
6. "Organization Development: The Process of Leading Organizational Change" by Donald L. Anderson, SAGE Publications, 5th edition, 2023
7. "The Practice of Organizational Diagnosis: Theory and Methods" by Clayton Alderfer, Oxford University Press, 2nd edition, 2022

## **BBH5.5DCET54 - Wages and Salary Administration**

**Objectives:** To provide a comprehensive understanding of wages and salary systems, including concepts, theories, principles, and factors influencing wages. To examine wage structures, living wages, minimum wages, fair wages, and the principles of wage fixation in India. To explore bonus systems, profit-sharing, administration of wages and salaries, and productivity-linked incentives.

### **Course Outcomes:**

1. Explain the concepts, theories, and principles underlying wages and salary systems.
2. Analyse the factors that influence wage determination and various components of wages.
3. Evaluate different systems of wage payment and structures, including the concept of living wages.
4. Discuss the significance of minimum wages, fair wages, and the reports of the Fair Wages Committee and Bhoothligam Study Group.
5. Understand the principles and mechanisms of wage fixation in India, including the roles of Wages Boards and Pay Commissions.
6. Examine the concepts and practices related to bonus systems and profit-sharing in organizations.
7. Describe the administration of wages and salary systems, including issues of equity and efficiency.
8. Analyse the role of incentives and productivity-linked schemes in enhancing organizational performance.

### **Module 1**

Wages and Salary: Concepts theories, principles of good wage system, factors affecting wages, various components of wages.

### **Module 2**

System of Wage Payment, wage structure, the concept of Living wages.

### **Module 3**

Minimum wages and fair wages. The fair wages committee report and Bhoothligam study group report.

### **Module 4**

Principles of Wage fixation in India - Wages board and pay commission.

### **Module 5**

Bonus and sharing of profit administration of wages and salary. Incentives, productivity linked

### **Reference Books**

1. "Wage Policy in India" by V.V. Giri, Oxford University Press, 4th edition, 2023
2. "Wages and Salary Administration" by H.L. Kumar, McGraw Hill Education, 6th edition, 2022
3. "Industrial Wages in India: Wage Fixation and Wage Policies" by S. Mahendra Dev, Academic Foundation, 2nd edition, 2021
4. "Compensation Management" by B.D. Singh, Pearson Education India, 5th edition, 2023
5. "Compensation" by Milkovich, Newman, and Gerhart, McGraw-Hill Education, 13th edition, 2024
6. "Wage and Salary Administration in Human Resource Management" by Leonard J. White and Milton R. Blood, South-Western College Pub, 8th edition, 2023
7. "Wages and Employment Across Skill Groups: An Analysis for West Germany" by Helmut Farber, Springer, 2nd edition, 2022

## **BBF5.5DCET53 - Management of Working Capital**

**Objectives:** To familiarize students with theories, techniques, and approaches in working capital management. To analyse and apply ratio analysis, fund flow, and cash flow analysis in assessing working capital. To understand the planning and forecasting of working capital needs using various methods. To examine sources of working capital financing, including bank credit and money market instruments. To manage components of working capital such as receivables effectively.

### **Course Outcomes:**

1. Explain the theories and approaches used in working capital management.
2. Apply techniques of working capital analysis, including ratio analysis and cash flow analysis.
3. Forecast and estimate working capital requirements using different forecasting methods.
4. Identify and evaluate sources of working capital financing, including bank credit and money market instruments.
5. Manage the components of working capital, particularly receivables, to optimize firm liquidity and profitability.

### **Module 1**

Theories and Techniques of Working Capital Management: Theories and approach of working capital management. Techniques of working capital analysis

### **Module 2**

Ratio Analysis, Fund Flow and cash flow analysis.

### **Module 3**

Planning of working Capital: Forecasting of working capital need component and methods, Estimation of working capital.

### **Module 4**

Financing of Working Capital: Sources of working capital and bank credit - preparation of application, documentation securities.

### **Module 5**

Money market and working capital finance. Finance for working capital Management of components of Working Capital: Receivables Management (Including the credit policy of a firm).

### **Reference Books**

1. "Working Capital Management: Strategies and Techniques" by Ravi M. Kishore, Taxmann Publications, 5th edition, 2023
2. "Financial Management: Theory, Concepts and Problems" by Prasanna Chandra, McGraw Hill Education, 6th edition, 2022
3. "Working Capital Management: Text and Cases" by C. Paramasivan and T. Subramanian, Himalaya Publishing House, 3rd edition, 2021
4. "Working Capital Management: Applications and Case Studies" by S.N. Maheshwari, Sultan Chand & Sons, 4th edition, 2023
5. "Principles of Working Capital Management" by Lawrence J. Gitman and Chad J. Zutter, Pearson Education, 7th edition, 2024
6. "Working Capital Management: Strategies and Techniques" by John C. Gardner, Prentice Hall, 5th edition, 2023
7. "Managing Working Capital" by Matthew T. Will, Springer, 2nd edition, 2022

## **BBF5.5DCET54 - Investment Management**

**Objectives:** To provide a comprehensive understanding of investment management, including the nature, scope, and various investment media. To introduce the fundamentals of investment programs and the process of investigating investments. To explore financial markets, securities in India, and their short-term aspects.

### **Course Outcomes:**

1. Explain the nature and scope of investment management and the role of various investment media.
2. Analyse the fundamentals of investment programs and the process of investigating investment opportunities.
3. Evaluate the functioning of financial markets for short-term investments and securities in the Indian context.
4. Understand the mechanics of the new issue market, stock exchanges, and the regulatory framework governing securities trading.
5. Discuss fundamental and technical analysis techniques for evaluating securities and making investment decisions.
6. Apply valuation models to different types of securities and understand investment objectives, constraints, and alternative forms.

### **Module 1**

Introduction: Nature and scope of investment management, investment media. Fundamentals of Investment programme and process of investigating. Financial Markets for a short term, securities in India.

### **Module 2**

New Issue Market and stock Exchange, Mechanics of Floating new issues and security trading, Stock Exchange: membership, listing of securities, stock exchange and legal control. Security and exchange board of India and its function, Capital issue control.

### **Module 3**

Fundamental and general market analysis, Technical analysis, Price charts and stocks company analysis, selection techniques.

### **Module 4**

Valuation models of Equity, preference, convertible, debt securities. Investment objectives, Constraints and alternative forms.

### **Module 5**

Traditional portfolio management. Modern portfolio theory, Portfolio construction models - methodology and uses. Diversification and un diversification and undiversifiable risks, Interest rates, Dividend policies, Tax beneficial schemes and financial intermediaries.

### **Reference Books**

1. "Investment Management: Security Analysis and Portfolio Management" by V.K. Bhalla, S. Chand & Company Ltd., 10th edition, 2023
2. "Security Analysis and Portfolio Management" by Punithavathy Pandian, Vikas Publishing House Pvt Ltd, 5th edition, 2022
3. "Investment Management: Text and Cases" by Prasanna Chandra, McGraw Hill Education, 7th edition, 2021
4. "Portfolio Construction, Management, and Protection" by Anil Kumar, Taxmann Publications, 3rd edition, 2023
5. "Investments" by Zvi Bodie, Alex Kane, and Alan J. Marcus, McGraw-Hill Education, 12th edition, 2024
6. "Portfolio Selection: Efficient Diversification of Investments" by Harry M. Markowitz, Wiley, 2nd edition, 2023
7. "Security Analysis and Portfolio Management" by Donald E. Fischer and Ronald J. Jordan, Prentice Hall, 9th edition, 2022

## VI Semester

### BBA5.5SECP61 – Dissertation Project Report

**Objectives:** The aim of this course is to enable students to develop an understanding and obtain practical experience of the research process and research skills required to undertake a supervised research project. This course intends to provide skills to the learners discover and provide a framework within which research is conducted so that student's answers are fact based and backed-up by solid information.

**Course Outcomes:**

1. To identify and refine an appropriate research question.
2. To apply principles of research design to the question, and select an appropriate methodology.
3. To select from different methodologies, methods and forms of analysis to produce a suitable research design, and justify this design.
4. To synthesize knowledge and skills previously gained and apply these to an in-depth study.
5. To establish links between theory & methods and present written, appropriate reports.

The Dissertation Project is a practical, in-depth study of a secondary database problem related to contemporary business management issues. Guiding principle behind Project work is improvement in knowledge/skills, employability and development of research aptitude in the students.

Teachers may be assigned students based on the total strength of staff and students by the Department or by the Head of the Institution. Teachers may then assign a topic to the concerned student based on Secondary Data Collection, Analysis and Reporting at the beginning of the Semester. The topics identified must help in creating conditions conducive to the quest for knowledge and its applicability in business management.

Every student will have regular consultation with his/her assigned Teacher and identify objectives of study, prepare a research plan and complete the allocated task. Each student shall have to prepare a comprehensive hand written report of the work done not exceeding 50 pages. The Final report needs to be submitted to the College / Department for evaluation in accordance to the submission schedule declared by the concerned College / Department.

Semester – End Dissertation Report Viva-Voce and presentation will be conducted for 50 Marks and there shall be no theory/written (external) examination for this course. The Project will be evaluated by Internal Examiners (nominated by the Principal or Head of Department of the College / Department)

Overall Project Report may be evaluated under the following heads:

- Project dissertation design
- Methodology and Content depth
- Presentation – Style, Comprehensiveness, Table presentation, Graphs, Charts, etc.
- Results and Discussion
- Future Scope and References
- Viva-Voce

# **BBA5.5DCCT62 - Business Policy and Strategic Management**

**Objectives:** To introduce strategic management and business policy concepts, including strategy formulation, SWOT analysis, environmental analysis, strategic alternatives, Porter's Five Forces Model, strategic implementation, evaluation and control, international entry modes, competitive outcomes, and risks.

## **Course Outcomes:**

1. Define strategic management and explain its importance in organizational decision-making.
2. Describe the strategic management process and its components.
3. Analyse environmental factors using SWOT analysis, organizational analysis, SAP analysis, and value chain analysis.
4. Evaluate strategic alternatives and types of strategies available to organizations.
5. Apply M. Porter's Five Forces Model to analyse industry attractiveness and competitive dynamics.
6. Discuss the strategic choice process and factors influencing strategic decision-making.
7. Understand strategies for implementation including resource allocation and organizational structure.
8. Describe techniques and criteria for strategic evaluation and control.
9. Analyse international entry modes, competitive outcomes, and associated risks.

## **Module 1**

Strategic Management: Concept of Business policy, strategy purpose, strategic management process, Strategy Formulation: Mission and purpose.

## **Module 2**

SWOT Analysis and Environmental Analysis, Organizational analysis, SAP analysis, Value Chain Analysis.

## **Module 3**

Strategic Alternatives and Choice. Types of Strategies, M. Porter's Five Forces Model, Strategic choice process, factors affecting choice, techniques for choice making.

## **Module 4**

Strategic Implementation: Project and procedural Resource allocation, structural functional and behavioural implementation.

## **Module 5**

Strategic Evaluation and Control: Process, Role of strategist, Techniques, criteria for evaluation, feedback. International Entry Modes, Competitive Outcomes and Risks.

## **Reference Books**

1. "Strategic Management: Text and Cases" by Azhar Kazmi, McGraw Hill Education, 6th edition, 2023
2. "Strategic Management" by V.S. Ramaswamy and S. Namakumari, Macmillan Publishers India Ltd, 5th edition, 2022
3. "Strategic Management: Concepts and Cases" by Fred R. David, Pearson Education India, 16th edition, 2021
4. "Business Policy and Strategic Management" by Azhar Kazmi, Tata McGraw-Hill Education, 5th edition, 2023
5. "Strategic Management: Concepts" by Frank T. Rothaermel, McGraw-Hill Education, 5th edition, 2024
6. "Exploring Corporate Strategy: Text and Cases" by Gerry Johnson, Richard Whittington, Kevan Scholes, and Duncan Angwin, Pearson Education Limited, 12th edition, 2023
7. "Strategic Management: A Competitive Advantage Approach, Concepts and Cases" by Fred R. David and Forest R. David, Pearson, 17th edition, 2022



# **BBM5.5DCET63 - Advertising Management**

**Objectives:** To provide an understanding of advertising as a strategic tool in business, its scope, importance, and ethical considerations in the Indian context. To explore integrated marketing communication (IMC), communication processes, branding, and their roles in marketing.

## **Course Outcomes:**

1. Explain the role and significance of advertising in business and its impact on social and economic development in India.
2. Analyse the components and importance of integrated marketing communication (IMC) and its relevance in modern marketing practices.
3. Determine and set promotional objectives using DAGMAR approach and understand the importance of advertising budgeting and allocation.
4. Evaluate the components and types of advertising copy, emphasizing creativity in advertising strategies.
5. Discuss media planning strategies, the importance of media mix, and their role in effective advertising campaigns.
6. Recognize the importance of advertising research, methods for testing advertising effectiveness, and market testing for ads.
7. Compare and contrast international advertising with local advertising strategies and understand their significance in global markets.

## **Module 1**

Advertising: Introduction, Scope, importance in business: Role of advertising in social and economic development of India: Ethics and truths in Indian Advertising.

## **Module 2**

Integrated Communication Mix (IMC) -meaning, importance; Communication meaning, importance, process, communication mix -components, role in marketing, Branding -meaning, importance in advertising.

## **Module 3**

Promotional objectives – importance determination of promotional objectives, setting objective DAGMAR; Advertising Budget importance, establishing the budget approaches allocation of budget.

## **Module 4**

Advertising Copy -meaning components types of advertising copy, importance of creativity in advertising; Media planning -importance, strategies, media mix.

## **Module 5**

Advertising research – importance, testing advertising effectiveness market testing for ads; International Advertising -importance, international Vs local advertising.

## **Reference Books**

1. "Advertising and Sales Promotion" by S. H. H. Kazmi and Satish K. Batra, Excel Books, 6th edition, 2023
2. "Advertising Management" by Rajeev Batra, John G. Myers, and David A. Aaker, Pearson Education India, 3rd edition, 2022
3. "Advertising: Principles and Practices" by L. M. Prasad, Sultan Chand & Sons, 18th edition, 2021
4. "Brand Management" by K. Ramanathan, McGraw Hill Education, 3rd edition, 2023
5. "Integrated Advertising, Promotion, and Marketing Communications" by Kenneth E. Clow and Donald Baack, Pearson, 9th edition, 2024
6. "Advertising and Promotion: An Integrated Marketing Communications Perspective" by George E. Belch and Michael A. Belch, McGraw Hill Education, 12th edition, 2023
7. "International Advertising: Realities and Myths" by John Philip Jones, Sage Publications, 3rd edition, 2022

# **BBM5.5DCET64 - Retailing and Rural Marketing**

**Objectives:** To impart knowledge about the fundamentals of retailing and rural markets, its characteristics, functions, and its significance in the economy. To explore the retail industry in India, different types of retail units, trends in retail formats, and the dynamics of rural retailing.

## **Course Outcomes:**

1. Understand the definition, characteristics, and functions of retailing and its impact on the economy.
2. Analyse the retail industry in India, including classifications of retail units and emerging trends in retail formats.
3. Develop skills in retail marketing planning, including location strategies, brand management, and the application of IT in retail marketing.
4. Evaluate retail pricing strategies, retail space management, and the unique aspects of rural marketing environments.
5. Discuss the structure and characteristics of rural markets, segmentation strategies, product identification, and forecasting challenges in rural markets.
6. Explore methods for tapping rural markets and managing physical distribution channels effectively.
7. Examine sales force management and product management techniques tailored for rural markets, including agricultural and cooperative marketing.

## **Module 1**

Retailing: definition, characteristics and functions. Retail Industry and the economy. Retail industry in India. Classifications of retail units. Trends in retail formats. Rural Retailing.

## **Module 2**

Retail marketing planning, location, strategies and decisions, management of retail brand, applications of IT to retail marketing.

## **Module 3**

Retail Pricing, Atmospherics and retail space management. Rural Marketing environments.

## **Module 4**

Structure and characteristics of rural market. Segmentation and product identification in rural markets. Forecasting rural problems, tapping the rural markets - Managing physical distribution channel management.

## **Module 5**

Sales forces management, product management in rural markets. Agricultural marketing, cooperative marketing.

## **Reference Books**

1. "Retail Management: Text and Cases" by Swapna Pradhan, Tata McGraw Hill Education, 3rd edition, 2023
2. "Retailing Management" by Swapna Pradhan, Himalaya Publishing House, 6th edition, 2022
3. "Rural Marketing: Targeting the Non-Urban Consumer" by Sanal Kumar Velayudhan, Oxford University Press, 2nd edition, 2021
4. "Rural Retailing: Challenges and Opportunities" by C. P. Prakash, Pearson Education India, 5th edition, 2024
5. "Retail Management: A Strategic Approach" by Barry Berman and Joel R. Evans, Pearson, 14th edition, 2023
6. "Strategic Retail Management: Text and International Cases" by Joachim Zentes, Dirk Morschett, and Hanna Schramm-Klein, Springer, 3rd edition, 2022
7. "Retailing Management" by Michael Levy and Barton A. Weitz, McGraw Hill Education, 10th edition, 2024

## **BBH5.5DCET63 – Training, Development and Leadership**

**Objectives:** To provide an understanding of the training process, its role in organizational development, and the challenges faced by training managers. To explore the integration of HRD with business strategies and the organizational analysis for identifying training needs.

### **Course Outcomes:**

1. Explain the training process, learning theories, and the acquisition of skills in organizational contexts.
2. Analyse the relationship between HRD initiatives and business strategies, including skill inventory and environmental scanning for training opportunities.
3. Manage the organization and functions of the training department, focusing on learning processes and knowledge management.
4. Develop training modules, methods, and techniques while considering training climate, pedagogy, and facilities planning.
5. Demonstrate leadership in fostering a learning organization, emphasizing the role of leaders as coaches and the principles of effective teamwork.

### **Module 1**

Training process an overview; Training and development; Learning and skill acquisition; Role, responsibilities and challenges to training managers.

### **Module 2**

Relationship between HRD and business strategies; Skill inventory; scanning the environment for training areas; Organizational analysis for training.

### **Module 3**

Organisation and management of training function; Learning process; Learning and Knowledge management; various tools and models.

### **Module 4**

Training climate and pedagogy – developing training modules – training methods and techniques, facilities planning and training aids

### **Module 5**

Learning Organisation: Leading a learning organization, the leader as a coach, understanding teams and teamwork, Principles of great teams.

### **Reference Books**

1. "Human Resource Development: Concepts and Practices" by Srinivas R. Kandula, Excel Books, 3rd edition, 2023
2. "Training and Development: Theories and Applications" by Dessler and Dr. Srinivas R. Kandula, Pearson, 5th edition, 2022
3. "Learning and Development" by T. V. Rao, Response Books, 2nd edition, 2021
4. "Training Methods and Techniques" by Dr. R. S. Dwivedi, Himalaya Publishing House, 4th edition, 2024
5. "Employee Training and Development" by Raymond A. Noe, McGraw Hill Education, 9th edition, 2023
6. "The Adult Learner: The Definitive Classic in Adult Education and Human Resource Development" by Malcolm S. Knowles, Routledge, 9th edition, 2022
7. "Effective Training: Systems, Strategies, and Practices" by P. Nick Blanchard and James W. Thacker, Pearson, 6th edition, 2024

## **BBH5.5DCET64 - Industrial Relations**

**Objectives:** To introduce students to the concepts, functions, and contemporary issues of industrial relations (IR). To familiarize them with the types, causes, and resolution methods of industrial disputes. To understand the role and evolution of trade unions in India. To explore disciplinary management, negotiation techniques, and the impact of technological change on IR.

### **Course Outcomes:**

1. Explain the concepts, approaches, and functions of industrial relations, and analyse contemporary issues.
2. Identify types and causes of industrial disputes, and evaluate methods for prevention and settlement.
3. Describe the emergence, history, growth, and functions of trade unions in India.
4. Analyse discipline and grievance management practices, negotiation strategies, and the role of participative management in industrial settings.
5. Assess the impact of technological changes on industrial relations and understand relevant laws and procedures.

### **Module 1**

Industrial Relations: Concepts and Approaches, Bipartite and Tripartite bodies; Functions of IR Manager; Contemporary Issues in Industrial relations, Industrial Relations in the emerging scenario

### **Module 2**

Industrial Dispute: Types and Causes, Strikes and Lockouts, Prevention and Settlement of Industrial Disputes: Conciliation, Arbitration and Adjudication.

### **Module 3**

Trade Union: concept and functions of Trade Unions; Trade Unionism in India: Emergence, History and Growth;

### **Module 4**

Discipline and Grievance Management; Negotiation and Collective Bargaining, Participative Management; Productive Bargaining and Gain Sharing; Employee Empowerment and Quality management.

### **Module 5**

Industrial Relations and Technological Change, Laws Relating to Discharge, Misconduct, Domestic Enquiry, Disciplinary Action.

### **Reference Books**

1. "Industrial Relations: Emerging Paradigms" by Arun Monappa and Mirza S. Saiyadain, Tata McGraw-Hill Education, 5th edition, 2023
2. "Industrial Relations and Labour Laws" by S.C. Srivastava, Vikas Publishing House Pvt Ltd, 8th edition, 2022
3. "Trade Unions and Collective Bargaining" by B.D. Singh, Excel Books, 3rd edition, 2021
4. "Industrial Relations and Labour Welfare in India" by P.R.N. Sinha, Himalaya Publishing House, 6th edition, 2024
5. "Industrial Relations: Theory and Practice" by Michael Salamon, Prentice Hall, 4th edition, 2023
6. "Labour Relations and Collective Bargaining: Cases, Practice, and Law" by Michael R. Carrell and Christina Heavrin, Routledge, 7th edition, 2022
7. "Managing Employee Relations" by David E. Hussey, Pearson Education, 5th edition, 2021

# **BBF5.5DCET63 - Principles and Practices of Banking**

**Objectives:** To provide comprehensive knowledge of banking systems, structures, functions, and legal aspects in India and internationally. To understand the evolution, types, and roles of banks in the economy, including banking technology and international banking practices.

## **Course Outcomes:**

1. Explain the evolution and structure of the banking system in India, distinguishing between types of banks and analysing the performance of public and private sector banks.
2. Analyse the legal relationship between banker and customer, including obligations, rights of lien, setoff, appropriation, and disclosure norms under KYC regulations.
3. Discuss banking technologies such as internet banking, mobile banking, core banking solutions, and electronic payment systems, and their impact on banking operations.
4. Understand international banking practices, including exchange rates, forex business, correspondent banking, NRI accounts, letters of credit, and the roles of ECGC, RBI, and EXIM Bank.
5. Describe various types of loans and facilities offered by banks, including overdrafts, bill discounting, financing against supply bills, and the legal aspects of security charging like pledge, mortgage, and assignment.

## **Module 1**

Banking system and structure in India - Evolution of Indian Banks -Types of banks –Public Sector, Regional Banks, Performance of Public Sector banks, Private Sector Banks. Commercial banking: Structure, Functions - Primary & secondary function.

## **Module 2**

Banker and customer – Types of relationship between banker and customer – Banker's obligations to customers – Right of lien, setoff, appropriation–Bankers legal duty of disclosure and related matters Customers' accounts with banks – Opening - operation – KYC norms and operation – Types of accounts and customers – Nomination – Settlement of death claims.

## **Module 3**

Banking Technology - Concept of Universal Banking -Home banking – ATMs - Internet banking – Mobile banking - Core banking solutions – Debit, Credit, and Smart cards – Electronic Payment systems -MICR Cheque Truncation -ECS - EFT – NEFT -RTGS

## **Module 4**

International banking – International Banking: Exchange rates and Forex Business, Correspondent banking and NRI Accounts, Letters of Credit, Foreign currency Loans, Role of ECGC, RBI and EXIM Bank.

## **Module 5**

Banker as lender – Types of loans – Overdraft facilities – Discounting of bills – Financing book dates and supply bills - Charging of Security bills - pledge – mortgage – assignment.

## **Reference Books**

1. "Banking Theory, Law & Practice" by Sundaram and Varshney, Sultan Chand & Sons, 24th edition, 2023
2. "Indian Financial System" by M.Y. Khan, Tata McGraw-Hill Education, 7th edition, 2022
3. "Banking Law and Practice" by P.N. Varshney, Taxmann Publications, 12th edition, 2021
4. "Modern Banking: Theory and Practice" by K.C. Shekhar, Himalaya Publishing House, 10th edition, 2024
5. "Bank Management & Financial Services" by Peter S. Rose and Sylvia C. Hudgins, McGraw-Hill Education, 10th edition, 2023
6. "Banking and Financial Institutions: A Guide for Directors, Investors, and Counterparties" by Benton E. Gup, John Wiley & Sons, 5th edition, 2022
7. "International Banking: Text and Cases" by Venkataraman Sundararajan, McGraw-Hill Education, 4th edition, 2021

# **BBF5.5DCET64 - Security Analysis and Portfolio Management**

**Objectives:** To impart knowledge and understanding of investment concepts, securities markets, risk-return relationships, portfolio theory, and portfolio management strategies.

## **Course Outcomes:**

1. Explain the attributes and features of investments, differentiate between economic and financial investments, and understand the investment process.
2. Analyse the functioning of primary and secondary markets, including factors influencing entry into the primary market and the role of major players in the secondary market.
3. Evaluate risk and return concepts, differentiate between systematic and unsystematic risks, and calculate risk and returns for portfolios and individual securities.
4. Apply Modern Portfolio Theory (Markowitz Model), CAPM, and Arbitrage Pricing Theory (APT) to analyse portfolio risk and returns, and understand the valuation of securities.
5. Discuss portfolio management strategies including diversification, asset mix selection, and the role of mutual funds in investment portfolios.

## **Module 1**

Investment: Attributes, Economic vs. Financial Investment, Investment and speculation, Features of a good investment, Investment Process. Securities Market: Primary Market - Factors to be considered to enter the primary market, Modes of raising funds, Secondary Market - Major Players in the secondary market,

## **Module 2**

Stock Exchange: Functioning of Stock Exchanges, Trading and Settlement Procedures, Leading Stock, Exchanges in India. Stock Market Indicators - Types of stock market Indices, Indices of Indian Stock Exchanges.

## **Module 3**

Risk and Return Concepts: Concept of Risk, Types of Risk - Systematic risk, Unsystematic risk, Calculation of Risk and returns. Portfolio Risk and Return: Expected returns of a portfolio, Calculation of Portfolio Risk and Return, Portfolio with two assets, Portfolio with more than two assets. Valuation of securities: Bonds, Equity and Preference shares

## **Module 4**

Modern Portfolio Theory: Markowitz Model -Portfolio Selection, Opportunity set, Efficient Frontier. Beta Measurement and Sharpe Single Index Model Capital Asset pricing model: Basic Assumptions, CAPM Equation, Security Market line, Extension of Capital Asset pricing Model - Capital market line, SML VS CML. Arbitrage Pricing Theory: Arbitrage, Equation, Assumption, Equilibrium, APT and CAPM.

## **Module 5**

Portfolio Management: Diversification - Investment objectives, Risk Assessment, Selection of asset mix, Risk, Return and benefits from diversification. Mutual Funds, types, performance and NAV.

## **Reference Books**

1. "Investment Management: Security Analysis and Portfolio Management" by Prasanna Chandra, Tata McGraw-Hill Education, 5th edition, 2023
2. "Portfolio Management" by S. Kevin, Himalaya Publishing House, 10th edition, 2022
3. "Investment Analysis and Portfolio Management" by Preeti Singh, Pearson India, 4th edition, 2021
4. "Indian Financial System" by M.Y. Khan, Tata McGraw-Hill Education, 7th edition, 2022
5. "Investments" by Zvi Bodie, Alex Kane, Alan J. Marcus, McGraw-Hill Education, 12th edition, 2023
6. "Portfolio Selection: Efficient Diversification of Investments" by Harry Markowitz, John Wiley & Sons, 2nd edition, 2021
7. "Modern Portfolio Theory and Investment Analysis" by Edwin J. Elton, Martin J. Gruber, Stephen J. Brown, John Wiley & Sons, 10th edition, 2022