

SCHEME AND SYLLABUS
FOR 1, 2 & 3rd YEAR
BACHELOR OF BUSINESS ADMINISTRATION (BBA)
FINANCIAL SERVICES AND BANKING
(Honours/Honours with Research)
For University Teaching Department & Affiliated Institutes

(with effect from session 2023-24)
As per National Education Policy 2020



DEPARTMENT OF MANAGEMENT STUDIES
J.C. BOSE UNIVERSITY OF SCIENCE AND TECHNOLOGY,
YMCA, FARIDABAD

VISION OF THE DEPARTMENT

To build aspiring managers and entrepreneurs possessing good analytical skills and leadership qualities for effective decision making to contribute to the society and the nation

MISSION OF THE DEPARTMENT

1. To provide learning environment to young aspirants by introducing suitable pedagogy and innovative industry-based curriculum
2. To provide best research facilities for developing analytical capabilities
3. To impart effective managerial skills for transformation of raw minds into effective managers and entrepreneurs

OVERVIEW OF DEPARTMENT OF MANAGEMENT STUDIES

The Department of Management Studies is one of the faculties of J.C. Bose University of Science and Technology, YMCA formerly known as YMCA University of Science and Technology. The University is presently NAAC accredited 'A+' Grade State Government University and most of the University Teaching Departments (UTDs) are accredited by the National Board of Accreditation.

The Department of Management Studies came into existence in the year 2008 with an MBA program offering Specialisations in Information Technology, Operations, and Power Management. The program was meant for technical graduates only. Since 2011, the MBA program has been open for all graduates. With an aim to promote academic growth that various levels, now department offers the following high-quality management programs:

- MBA (with dual Specialisations)
- MBA - Executive
- BBA
- Ph.D.

The department follows international standard curriculum which is developed in consultation with eminent academicians and industry practitioners. The program delivery is done by well-qualified, competent, research-oriented, experienced faculty members and experts from the industry.

**SCHEME OF STUDIES & EXAMINATIONS
BBA FSB PROGRAM**

1. Program Educational Objectives (PEO's) of BBA FSB Program are:

PEO1	Prepare students with capabilities and skills in areas of business to take up roles in business administration for management position across diverse industries.
PEO2	Enhance the ability of students to meet global challenges through sensitivity towards organizational, economic and cultural diversity.
PEO3	Student will be able to identify the contemporary social problems, explore the opportunities for social entrepreneurship, design business solutions and demonstrate ethical standards in organizational decision making.

2. Program Outcomes (PO's) by the end of the program graduating students should be able to:

PO 1	Develop sound theoretical knowledge of managerial concepts and apply it in current business environment.
PO 2	Develop capabilities and skills to take up managerial roles across diverse industries.
PO 3	Enhance their ability to face global challenges by understanding organizational, economic, and socio- cultural diversity.
PO 4	Develop creative and innovative thinking to solve complex problems.
PO 5	Analyze contemporary social problems, explore the opportunities for social entrepreneurship, design business solutions and demonstrate ethical standards in organizational decision making.

3. Program Specific Outcomes (PSO's) after program completion, the students will be able to:

PSO1	Enable students to acquire in-depth knowledge on key sectors of financial activities such as corporate financial management, banking, insurance, and capital market and investment, inculcate enquiring attitude and develop research skills for innovation.
PSO2	Enable students to solve financial services and banking problems.
PSO3	Promotes entrepreneurship by providing understanding of the fundamentals of creating and managing innovation, new business development, and high-growth potential financial services and banking entities.
PSO4	Ability to demonstrate technical competence in domestic and global arena of business through the study of major disciplines within the fields of Finance and Banking sector with more emphasis on practical aspects related to business.

Abbreviations

DSC	Discipline Specific Core Course
MIC	Minor Course
MDC	Multi-Disciplinary Course
AEC	Ability Enhancement Course
SEC	Skill Enhancement Course
VAC	Value Added Course
MOOC	Massive Open Online Course

MOOC Guidelines

1. All the Chairperson/ Principals of the UTDs/ Affiliated Institutions can offer up to two MOOC courses which are the part of curriculum as Core/Elective/VAC/AEC/other courses and are being run through the SWAYAM platform, during the whole degree term. The SWAYAM platform may be utilized to supplement the teaching-learning process in the Institution considering the academic requirements i.e., in case of non-availability of resources/ facilities for offering the courses sought for by the students.
2. The departmental/ institutional MOOC Coordinators, appointed by chairpersons of concerned departments/ Principals of affiliated institutions, will be responsible for identification of relevant MOOCs in the UTDs/ institutions and smooth conduction during the course. Such MOOCs should be well approved by the concerned BOS of the department.
3. Department/ affiliated institution should ensure that the syllabus of chosen MOOC course should be similar to an extent of at least 60% with the syllabus of existing Core/Elective/VAC/AEC/other courses of the department.
4. Students can opt for 12 to 16 weeks MOOCs equivalent to 3 or 4 credits under mentorship of faculty (MHRD MOOC's guidelines 11.1(J) issued by the MHRD vide its orders dated 11/03/2016).
5. University shall give the equivalent credit weightage to the students for the credits earned through MOOC courses and such credits will be transferred in the ABC (Academic Bank of Credits) account of the student.
6. Importance of online learning and credit transfer policy must be shared with the students at entry level by the concerned department/affiliated institution. Same may be incorporated during the induction programme for newly admitted students.

SEMESTER-WISE SCHEME OF EXAMINATION**BBA INDUSTRY INTEGRATED FINANCIAL
SERVICES AND BANKING****FIRST YEAR****FIRST SEMESTER**

Paper Code	Title of Paper	Credits	Marks			Type of Course
			Internal	Practical	External	
BBA/FSBN/101	Fundamentals of Management	4	25	-	75	DSC
BBA/FSBN/102	Financial Accounting	4	25	-	75	DSC
BBA/FSBN/103	Managerial Economics	4	25	-	75	MIC
BBA/FSBN/104	Business Mathematics	3	25	-	75	MDC
BBA/FSBN/105	Advanced Excel	3	25	75	-	SEC
AEC-105-N1	English-I	2	25	-	75	AEC
VAC-106-N1	Environment And Ecology	2	25	-	75	VAC
	TOTAL	22	175	75	450	

SECOND SEMESTER

Paper Code	Title of Paper	Credits	Marks			Type of Course
			Internal	Practical	External	
BBA/FSBN/201	Regulatory framework of BFSI	4	25	-	75	DSC
BBA/FSBN/202	Financial Management	4	25	-	75	DSC
BBA/FSBN/203	Indian Business Environment	4	25	-	75	MIC
BBA/FSBN/204	Business Statistics	3	25	-	75	MDC
BBA/FSBN/205	Life Skill Development	3	25	75	-	SEC
AEC-106-N1	English-II	2	25	-	75	AEC
VAC-108-N1	Health Psychology	2	25	-	75	VAC
	TOTAL	22	175	75	450	

Exit Option: Students who opt to exit after completion of the first year and have secured 44 credits will be awarded UG certificate in the relevant discipline/ subject. In addition to that student has to complete 4 credits of internship/ training (100 External Marks) based on summer training of 4-6 weeks undertaken in Industry/ University. Thus, he/she will be eligible to exit the course with the said 48 Credits.

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical	Total Marks	Credits
BBA/FSBN/208	Internship	Internship	-	-	100*	100	4

*The summer internship report would be evaluated by external expert from panel approved by Department of Management Studies, J C Bose University of Science and Technology, YMCA, Faridabad

* These students are allowed to re-enter the degree programme within three years and complete the degree programme within the stipulated maximum periods of 7 years.

SECOND YEAR

THIRD SEMESTER

Paper Code	Title of Paper	Credits	Marks			Type of Course
			Internal	Practical	External	
BBA/FSBN/301	Human Resource Management	4	25	-	75	DSC
BBA/FSBN/302	Marketing Management	4	25	-	75	DSC
BBA/FSBN/303	Indian Financial System	4	25	-	75	MIC
BBA/FSBN/304	Management Information System	3	25	-	75	MDC
BBA/FSBN/305	Managerial Skill Development	3	25	75	-	SEC
AEC-102-N1	Communication, Mediation and Resolution (CMR)	2	25		75	AEC
VAC-101-N1	Environmental Science-I	2	25	-	75	VAC
	TOTAL	22	175	75	450	

FOURTH SEMESTER

Paper Code	Title of Paper	Credits	Marks			Type of Course
			Internal	Practical	External	
BBA/FSBN/401	Business Research Methods	4	25	-	75	DSC
BBA/FSBN/402	Cost and Management Accounting	4	25	-	75	DSC
BBA/FSBN/403	Contemporary Issues in BFSI	4	25	-	75	DSC
BBA/FSBN/404	Organizational Behaviour	4	25	-	75	DSC
BBA/FSBN/405	Strategic Management	4	25	-	75	MIC
AEC-103-N3	Effective Corporate Communication (ECC)	2	25		75	AEC
VAC-102-N1	Environmental Science-II	2	25	-	75	VAC
	TOTAL	24	175		525	

Exit Option: Students who opt to exit after completion of the 2nd year and have secured 90 credits will be awarded UG diploma in the relevant discipline/ subject. In addition to that student has to complete 4 credits of internship/ training (100 External Marks) based on summer training of 4-6 weeks undertaken in Industry/ University. Thus, he/she will be eligible to exit the course with the said 94 Credits.

Course code	Nomenclature of the course	Category	Internal Marks	External Marks	Practical	Total Marks	Credits
BBA/FSBN/406	Internship	Internship	-	-	100*	100	4

* The summer internship report would be evaluated by external expert from panel approved by Department of Management Studies, J C Bose University of Science and Technology, YMCA, Faridabad.

* These students are allowed to re-enter the degree programme within three years and complete the degree programme within the stipulated maximum periods of 7 years.

Note: The student seeking admission in fifth semester would have to undergo a compulsory 4-6 weeks summer internship in Industry/ University after fourth semester and credits for the same will be included in fifth semester.

THIRD YEAR

FIFTH SEMESTER

Paper Code	Title of Paper	Credits	Marks			Type of Course
			Internal	Practical	External	
BBA/FSBN/501	Operations Management	4	25	-	75	DSC
BBA/FSBN/502	Corporate Accounting	4	25	-	75	DSC
BBA/FSBN/503	Financial Markets and Institutions	4	25	-	75	DSC
BBA/FSBN/504	Entrepreneurship	3	25	-	75	DSC
BBA/FSBN/505	Legal Aspects of Business	4	25	-	75	VOC
BBA/FSBN/506	Internship	4	-	100	-	Internship
	TOTAL	23	125	100	375	

* The summer internship report would be evaluated by external expert from panel approved by Department of Management Studies, J C Bose University of Science and Technology, YMCA, Faridabad.

SIXTH SEMESTER

Paper Code	Title of Paper	Credits	Marks			Type of Course
			Internal	Practical	External	
BBA/FSBN/601	Income Tax	4	25	-	75	DSC
BBA/FSBN/602	E-Business	4	25	-	75	DSC
BBA/FSBN/603	Project Management	4	25	-	75	DSC
BBA/FSBN/604	Comprehensive Viva-voce	4	-	100	-	DSC
BBA/FSBN/605	Professional Ethics & Values	4	25	-	75	VOC
BBA/FSBN/606	Research Lab	2	25	75		SEC
	TOTAL	22	125	175	300	

Exit option: Any student opting for exit option after third year will get UG Degree after successful completion of three years and securing 135 credits including MOOC Course and satisfying the minimum credit requirement as per study scheme.

Note:

1. A 4-year UG honours degree in the relevant discipline will be awarded to those who complete a 4- year degree programme with 183 credit (Including MOOC) and have satisfied the minimum credit requirement as per study scheme.
2. 4-year BBA (Honours with Research) will be offered only to those students who have obtained 75% marks and above in the first six semester and wish to undertake research at undergraduate level.
3. BBA (Honours with Research) degree will be awarded after successful completion of the four-year programme securing 183 credits (183 credits including 12 credits from a research project/dissertation & including 3 credits for MOOC Course).
4. Student opting for Honours with Research will work on a Research Project or do research during the eighth semester. The dissertation work will be of 12 credits.

DETAILED SYLLABUS OF BBA FINANCIAL SERVICES AND BANKING

FUNDAMENTALS OF MANAGEMENT

PAPER CODE: BBA/FSBN/101

Total credits: 4
External marks: 75
Internal marks: 25

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

1. Understand the basic principles and practices of management.
2. Discuss the multidisciplinary nature of management studies.
3. Analyze an organization for efficiently managing it.
4. Utilize resources in optimum manner by using different managerial techniques.

UNIT I

Management- meaning, nature & significance; evolution of management thought: contributions of Taylor and Fayol; Human relations & Behavioural Schools-Hawthorne Studies; Management as a Profession; Management Vs Administration; Levels of Management; Roles of manager in organization; concept of MBO.

UNIT II

Authority & responsibility relationships; Span of Control; Concept of Line & Staff authority; Process of Delegations-Barriers to Delegation; Centralization & Decentralization; Organisation Structures: Types, Advantages & Disadvantages.

UNIT III

Functions of management-Planning-nature, process, types; organizing: Concept, nature, process and significance; staffing: concept, importance and nature; directing: concept and scope; controlling: process, types and techniques; Problem-solving; Decision making: Process and techniques.

UNIT IV

Business- concept, nature and scope; business as a system; business objectives; business and environment interface; distinction between business, commerce and trade; Forms of Ownership: Sole Proprietorship, Partnership, Joint Stock Companies & Co-operatives, Multinational corporations; feasibility and preparation of business plan.

SUGGESTED READINGS:

1. Robbins, S.P., and Decenzo, D.A. Essentials of Management, Pearson Education.
2. Koontz H., Essentials of Management, McGraw Hill Education.
3. Stephen P., Robbins, Mary Coulter. Management, Pearson Education.
4. Basu, C. R., Business organisation and management, Tata McGraw Hill, New Delhi.
5. Talloo, Thelman J., Business Organisational and Management, TMH, New Delhi.
6. Tulsian, P.C., Business Organisation, Pearson Education, New Delhi.

Note: Only latest available edition books are recommended.

FINANCIAL ACCOUNTING

PAPER CODE: BBA/FSBN/102

Total credits: 4
External marks: 75
Internal marks: 25

Course Outcomes: After completion the course, the student will be able to:

1. Apply the generally accepted accounting principles in recording financial transactions and preparing financial statements.
2. Demonstrate accounting process under computerized accounting system.
3. Evaluate the importance of depreciation in financial statements.
4. Prepare financial statements of non-corporate business entities.
5. Prepare accounts for joint venture and non-profit organizations.

UNIT I

Meaning and scope of accounting, nature of financial accounting, Branches of accounting. Accounting principle: Concepts and Conventions. Application of Generally Accepted Accounting Principles (GAAP) in recording financial transactions and preparing financial statements.

UNIT II

Accounting Process: From recording of a business transaction to preparation of trial balance. Rectification of errors; Concept of depreciation, Methods of computing depreciation: straight line method and diminishing balance method.

UNIT III

Capital and revenue expenditures and receipts, Preparation of financial statements of non- corporate business entities: Trading account, profit and loss account, and balance sheet. Computerized Accounting System: Computerized accounts by using Tally software.

UNIT IV

Joint venture accounts. Accounting for Non-Profit Organizations: Meaning of Non-Profit Organization; Significance of Receipt and Payment Account, Income and Expenditure Account and Balance Sheet; Preparation of Receipt and Payment Account, Income and Expenditure Account and Balance Sheet.

SUGGESTED READINGS:

1. Anthony, R. N., Hawkins, D., Merchant, K. A. Accounting: Text and Cases. New York: McGrawHill Education India.
2. Dam, B. B., Gautam, H. C. Financial Accounting. Guwahati: Gayatri Publications.
3. Monga, J. R. Financial Accounting: Concepts and Applications. New Delhi: Mayur Paperback Publishing.
4. Shukla, M. C., Grewal, T. S., Gupta, S. C. Advanced Accounts. New Delhi: Sultan Chand Publishing.
5. Maheshwari, S. N., Maheshwari, S. K., Maheshwari, S. K. Financial Accounting. New Delhi: Vikas Publishing House Pvt. Ltd.
6. Sehgal, D. Financial Accounting. New Delhi: Vikas Publishing House Pvt. Ltd.

Note: Only latest available edition books are recommended.

MANAGERIAL ECONOMICS

PAPER CODE: BBA/FSBN/103

Total credits: 4
External marks: 75
Internal marks: 25

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

1. Understand the basic concept and theories of microeconomics.
2. Develop a critical understanding of the implications of the production and cost.
3. Understand various market structures and factor pricing.
4. Acquire necessary skills to analyze certain economic aspects to understand basic business activities.

UNIT I

Introduction to Economics, definition and scope of Economics, nature and scope of microeconomics and macroeconomics, Demand: law of demand and its determinants, price, cross and income elasticity of demand, law of supply and its determinants, elasticity of supply, Law of diminishing Marginal Utility Analysis, competitive equilibrium; consumer's equilibrium, utility and indifference curve approaches.

UNIT II

Basic Cost Concepts, Total Cost, Fixed Cost, Variable Cost Average Cost & Marginal Cost, Explicit Cost and Implicit Cost, Short run and long run production functions, laws of returns; optimal input combination; classification of costs; short run and long run cost curves and their interrelationship; internal and external economies of scale.

UNIT III

Equilibrium of the firm and industry, perfect competition, monopoly, monopolistic competition, discriminating monopoly, aspects of non-price competition and oligopolistic behaviour.

UNIT IV

Monetary and fiscal policy, instruments of monetary policy; promotional and regulatory role of central bank; Inflation – types, causes, effects and control measures.

SUGGESTED READINGS:

1. D. Salvatore. Microeconomic Theory. Tata McGraw Hill, New Delhi.
2. N. Dwivedi. Managerial Economics. Vikas Publishing House.
3. Mark Hirschey. Managerial Economics. Thomson, South Western, New Delhi.
4. R H Dholkia and A.N. Oza. Microeconomics for Management Students. Oxford University Press, New Delhi.
5. N. Gregory Mankiw. Economics: Principles and Applications. India edition by South Western, a part of Cengage Learning. Cengage Learning India Private Limited.
6. P.L. Mehta. Managerial Economics. Sultan Chand, New Delhi.

Note: Only latest available edition books are recommended.

BUSINESS MATHEMATICS

PAPER CODE: BBA/FSBN/104

Total credits: 3
External marks: 75
Internal marks: 25

Course Outcomes: After completion of this course, the students will be able to:

1. Understand the basic concepts of business mathematics
2. Develop basic skills for quantitative application in business situations.
3. Interpret and solve real-life business problems.
4. Understand matrices and other various mathematical concepts useful in daily life.

UNIT-I

Theory of Sets – Meaning, elements, types, presentation and equality of sets; union, intersection, compliment; difference of sets; Venn diagrams; Cartesian product of two sets; applications of set theory.

UNIT-II

Indices & logarithms, arithmetic and geometric progressions and their business applications; sum of first n natural numbers, sum of squares and cubes of first n natural numbers.

UNIT-III

Permutations, combinations and binomial theorem (positive index), Quadratic equations.

UNIT-IV

Matrices – Types, properties, addition, multiplication, transpose and inverse of matrix; properties of determinants, solution of simultaneous Linear Equations; differentiation and integration of standard algebraic functions; business applications of matrices, differentiation and integration.

SUGGESTED READINGS:

1. Sancheti, D.C., A.M. Malhotra; V.K. Kapoor, Business Mathematics, Sultan Chand& Sons, New Delhi
2. Zameerudin, Qazi, V.K. Khanna; S.K. Bhambri, Business Mathematics, Vikas Publishing House Pvt. Ltd, New Delhi
3. Reddy, R.Jaya Prakash, Y. Mallikarjuna Reddy, A Text Book of Business Mathematics, Ashish Publishing House, New Delhi

Note: Only latest available edition books are recommended.

ADVANCED EXCEL
PAPER CODE: BBA/FSBN/105

Total credits: 3
Practical marks: 75
Internal marks: 25

Course Outcomes: After completing the course, the student will be able to:

1. Identify large data generated through business transactions using advanced excel tools.
2. Analyse and present data using tables, pivot tables, pivot charts and dashboards.
3. Examine complex business problems using various functions.
4. Identify excel add-ins for constraint optimization, summarization and forecasting.
5. Identify advanced spreadsheets in various real-life problems.

UNIT-I : Spreadsheet Basics

Spreadsheet concepts, managing worksheets, formatting cells, conditional formatting, entering data; editing, printing and protecting worksheets; handling operators in formula, project involving multiple spreadsheets; Working with multiple worksheets; controlling worksheet views; Cell referencing and naming of cells and cell ranges.

UNIT-II : Data Handling

Sorting, multilayer sorting; data validation; find and replace; paste special; identifying missing values, filter and advanced filter; Conditional formatting; Tabulation; Flash-fill; Graphical representation using charts, Organizing charts and graphs, advanced charting tools; identifying outliers; Formatting as table; Pivot tables, pivot charts and dynamic dashboards.

UNIT-III : Spreadsheet Functions and Data Analysis

Formulae vs functions; Cell formulae vs array formulae; Mathematical functions; Statistical functions; Financial functions; Logical functions; Date and Time functions; Lookup and reference: Hlookup, and Vlookup, index and match functions; Text functions and error functions. What-if-analysis: Goal-seek, Data tables and Scenario manager;

UNIT-IV : Interactivity and Automation

Recording Macros, Absolute and relative macros, editing macros, Use of spinner buttons and command buttons; Sub Procedure, Function Procedure (creating New Functions); Working with Loops: Do while loop, For Next loop; Creating User Forms: Message Box, Input Box; If Then Else.

Suggested Practical Exercises

The learners are required to do the practical exercises which include, but are not limited to, the following:

1. Prepare a Spreadsheet document with any hypothesized data and perform all the above functions therein.
2. Download stock price data from NSE/BSE/any other site for an year or more and make charts to understand price patterns.
3. By taking secondary data from a company's income statement and balance sheet for five to ten years, all the learners are required to conduct the Ratio Analysis and forecast values for different items of these statements for the next five to ten years.

4. Randomly create a company with 5 departments, 100 employees with their qualification and different financial indicators of the company related with these employees such as sales generated, production, salaries and other benefits, etc. and analyse the data so generated using pivot table and dashboards.
5. Using logical, mathematical and statistical functions of spreadsheet, the learners should be able to analyse the results of the class test using hypothesized data to determine the students who passed or failed, assigning them ranks like first, second, third, etc., finding out number of absentees, counting no. of students scoring marks with distinction, etc.
6. The learners should be able to prepare loan repayment schedule using both fixed rate system as well as floating rate system for the amounts borrowed by themselves or by the corporates, prepare a payroll statement using spreadsheet functions listed above.
7. Conduct break even analysis from published financial data of any company and conduct sensitivity and scenario analysis for the same. The additional information, if required, may be hypothesized.
8. The learners should analyse different personal investment opportunities and capital budgeting projects using financial functions.
9. From the assets data available in the balance sheet of a company prepare a depreciation schedule.
10. By taking live data from the website of the Government of India, use Spreadsheet for preparing frequency distribution, graphs, and calculate statistical measures like mean, median, mode, standard deviation, Correlation etc. and conduct regression analysis using relevant excel functions and using excel add-ins: Analysis Tool Pak.
11. Create a Macro for any operating/ functional aspect of business that requires repetitive processes.
12. Create small functions or macros involving different loops which may be capable of financial calculations such calculating value of a bond or for adding series of values or for calculating sum of squares/ cubes of a series of values, etc.

SUGGESTED READINGS:

1. Greg Harvey, Excel.All-in-One for Dummies. John Wiley & Sons.
2. Michael Alexander and Kusleika Richard, et al.
3. Walkenbach, J. "MS Excel 2016, Bible". John Wiley & Sons, USA.
4. Winston, W. L. "MS Excel 2013, Data Analysis & Business Modeling" Microsoft Press, USA.
5. Winston, W.L. Microsoft Excel 2019—Data Analysis and Business Modeling, 6th ed. PHI Learning
6. Jain, H. C. & Tiwari, H. N. "Computer Applications in Business" Taxmann, Delhi.
7. Madan, S. "Computer Applications in Business" Scholar Tech Press, Delhi.

ENGLISH- I

PAPER CODE: AEC-105-N1

Total credits: 2
External marks: 75
Internal marks: 25

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

1. Learn about the foundation of English language.
2. Familiarize with essentials of grammar of English language.
3. Inculcate creative & aesthetic sensitivity and critical faculty through comprehension, appreciation and analysis of the prescribed literary texts.
4. Understand proper pronunciation and accent of English language

UNIT I

Basic Grammar: Noun, Pronoun, Adjective, Verb, Adverb, Prepositions. Vocabulary Building: Suffix, Prefix, Synonyms, Antonyms,

UNIT II

Essentials of Grammar-I: Articles, Subject -Verb agreement, Parts of Speech, Tenses

UNIT III

Essentials of Grammar – II: Vowels, Consonants, Diphthongs, Clusters and Syllable, Direct and Indirect Speech.

UNIT IV

Spoken English Communication: Speech Drills, Pronunciation, Accent Stress and Intonation

SUGGESTED READINGS:

1. Madhulika Jha, Echoes, Orient Long Man
2. Ramon & Prakash, Business Communication, Oxford.
3. Sydney Greenbaum Oxford English Grammar, Oxford.
4. M. Ashraf Rizvi ,Effective Technical Communication, Tata McGraw Hill

Note: Only latest available edition books are recommended.

ENVIRONMENT AND ECOLOGY

PAPER CODE: VAC-106-N1

Total credits: 2
External marks: 75
Internal marks: 25

Course Outcomes:

1. Demonstrate knowledge of basics related to Environment and its components.
2. Understand the concepts of population ecology and human population
3. Analyze components of ecosystems and compare them with real life processes.
4. Interpret ecological phenomena of different ecosystems.

Course Content:

UNIT-I

Introduction to Environmental Studies: Definition and Components of Environment, Relationship between the different components of Environment. Concept of biosphere, Atmosphere, lithosphere and hydrosphere; Components of atmosphere, Man and Environment Relationship, Impact of technology on Environment. The Multidisciplinary nature of environmental studies. Definition; Scope and importance, need for public awareness.

UNIT-II

Human population and Environment: Population growth, variation among nations. Population explosion – Causes, Effects and Control, Family welfare programme. Human right. Value Education, Women and Child Welfare. Population Interactions and Adaptations: Neutralism; positive interactions-commensalism, proto cooperation, mutualism and symbiosis; negative interactions-competition, predation and parasitism; importance of negative interactions. Invasive species and pest control.

UNIT-III

Concept of Ecosystem: Concept of an ecosystem. Definition, scope and significance of Ecology, Concept of habitat and ecological niche, Structure and function of an Ecosystem. Producers. Consumers and decomposers. Energy flow in the ecosystem. Ecological succession. Food chains, food web and ecological pyramids.

UNIT-IV

Biomes: Concept; major biomes of the world; Introduction, types, characteristic features, structure and function of the following ecosystems: - Forest ecosystem Grassland ecosystem, Desert ecosystem and Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries)

Suggested Books/Reading:

1. Brewer, R. The Science of Ecology, Sanders College Publishing Co., Tokyo, 1994.
2. Odum, E.P. Basic Ecology, W.B. Saunders, Philadelphia, 1983.
3. Jorgensen, Sven Erik. Encyclopedia of Ecology. Vol 1-5. Elsevier Publishers. Netherlands, 2008.

REGULATORY FRAMEWORK OF BFSI
PAPER CODE: BBA/FBSN/201

Total credits: 4
External marks: 75
Internal marks: 25

Course Outcomes:

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

1. Understand the rights and compliances of Banking
2. Understand legal aspects of banking operations
3. Understand about legal aspects of securities
4. Understand the Legal Relationship between the Banker and Customer.

UNIT I

Regulatory Framework of Banking: Provisions of RBI Act 1934; Banking Regulation Act, 1949; Setting up of a new bank, Branch licensing, Branch authorization policy for commercial banks and New Bank Licensing Policy, 2013.

Compliances of Banking: Banks' shareholders and their rights; Audit and inspection of banking company; Supervision and control of banking companies; Winding up and amalgamation of banks, reserve bank as liquidator; Corporate governance in banks, Prevention of Money Laundering Act, 2002 (PMLA); Banking Codes and Standards Board of India (BCSBI);

UNIT II

Legal Aspects of Banking Operations: Legal aspects of a Cheque- Definition of a cheque, different types of cheques, crossing of a cheque, payment of cheque crossed generally or specially, cheque bearing "Not Negotiable", double crossing; Legal provisions regarding endorsements, Bank guarantees- Definition and types of bank guarantees, banker's duty to honour guarantee, precautions to be taken for issuance and payment of bank guarantee, invocation & enforcement; Letters of credit -General considerations of letters of credit, parties to a letter of credit, Types of letters of credit, documents under a Letter of credit;

UNIT III

Legal Aspects of Securities: Various Types of Securities; Escrow arrangements; Trust and retention arrangements; Laws relating to securities and modes of charging mortgage; Types of mortgage; Enforcement of mortgages; Lien, pledge and hypothecation; Laws on responsibility of paying bank- Negotiable Instruments Act and paying banks, liability of paying banker; Laws on responsibility of collecting bank- Statutory protection to Collecting bank, duties of collecting bank.

UNIT IV

Legal Relationship between the Banker and Customer: Relationship between banker and customer, Relationship as debtor and creditor, Banker as trustee, Banker as agent, Rights and duties of parties involved in relationships; Passbook and statement of Account; Various types of customers; Closing of a bank Account- Termination of Banker-customer relationship; 'Know Your Customer' (KYC) Guidelines of the RBI- Customer identification procedure, Customer identification requirements, Specimen signature, Power of Attorney.

SUGGESTED READINGS

1. Indian Institute of Banking and Finance. (2015). Legal & Regulatory Aspects of Banking (3rd ed.). Macmillan.
2. Mathur, M. (2015). Banking Law and Practice. New Delhi: Himanshu Publications.
3. Natarajan, S., Kandasamy, P., & Parameswaran, R. (2009). Banking Law and Practice (4th ed.). New Delhi: S.Chand Publishing.
4. Rao, K., & Padma, T. (2015). The Principles of Law of Banking & Negotiable Instruments (5th ed.). Alt Publications.
5. Sundaram, & Varshney. (2009). Banking Theory, Law & Practice. New Delhi: Sultan Chand.
6. Tannan, M. L. (2008). Tannan's Banking Law & Practice in India. Nagpur: Lexis Nexis Butterworths Wadhwa

Note: Only latest available edition books are recommended

**FINANCIAL MANAGEMENT
PAPER CODE: BBA/FSBN/202**

Total credits: 4
External marks: 75
Internal marks: 25

Course Outcomes: After completion the course, the student will be able to:

1. Understand the concept of financial management and various source of finance.
2. Analyse capital budgeting process and apply capital budgeting techniques for Business decisions;
3. Examine capital structure and cost of capital.
4. Critically examine various theories of dividend, identify and analyse dividend policy; and suggest sound dividend policy.
5. Design working capital policy based on the assessment of financial requirements.

UNIT I

Nature, scope, and objectives of financial management, Finance decision, Functions and Responsibilities of Finance Manager. Sources of Finance: Different Sources of Finance including internal sources, external sources.

UNIT II

Time value of money, Capital Budgeting Process, Capital budgeting methods: Payback Period Method, Discounted Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index.

UNIT III

Components of cost of capital, Method for calculating Cost of Equity, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average Cost of Capital (WACC). Capital Structure-Theories of Capital Structure.

UNIT IV

Theories of dividend decision - Walter's Model, Gordon's Model, MM Approach, Forms of dividend payment, types of dividend policies and Determinants of Dividend policy. Concept of Working Capital, Operating Cycles, Working capital estimation.

SUGGESTED READINGS:

1. Chandra, P. Financial Management-Theory and Practice. Tata McGraw Hill Education, New Delhi.
2. Horne., J. C., & Wachowicz, J. M.. Fundamentals of Financial Management, Prentice Hall, New Jersey.
3. Khan, M. Y., & Jain, P. K. Financial Management: Text and Problem. Tata McGraw Hill Education India, New Delhi.
4. Kothari, R. Financial Management: A Contemporary Approach. Sage Publications India Pvt. Ltd, New Delhi.
5. Pandey, I. M. Financial Management. Vikas Publications, New Delhi.
6. Rustagi, R. P. (Fundamentals of Financial Management. Taxmann Publication, New Delhi.
7. Ross, S. A., Westerfield, R. W., Jaffe, J., & Kakani, R. K. Corporate Finance. McGraw Hill Education, New York.
8. Sharma, S. K., & Zareen, R. Fundamentals of Financial Management. S. Chand Publishing, New Delhi.
9. Singh, P. Financial Management. Ane Books Pvt. Ltd, New Delhi.
10. Singh, J. K. Financial Management-Theory and Practice. Galgotia Publishing House, New Delhi.
11. Singh, S., & Kaur, R. Fundamentals of Financial Management. SCHOLAR Tech. Press, New Delhi.
12. Tripathi, V. Basic Financial Management. Taxmann Publication, Delhi.
13. Srivastava, R., & Mishra, A. Financial Management. OUP India, New Delhi.
14. Study Material of CA Course (New) Intermediate Level Paper 8A: Financial Management.

Note: Only latest available edition books are recommended.

INDIAN BUSINESS ENVIRONMENT

PAPER CODE: BBA/FSBN/203

Total credits: 4
External marks: 75
Internal marks: 25

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

1. Understand dynamics of the business environment and current economic situation.
2. Develop practical understanding of changes in business environment and assess threats and opportunities emerging out of it.
3. Suggest strategic adjustments for an organization which may be needed in changing business environment scenario.
4. Develop suitable adjustment and response strategies

UNIT I

Business environment: concept, nature and significance, Economic, social, political forces affecting business operations & growth, Types of business environment. Environmental scanning.

UNIT II

Risk in business environment- country risk and political risk. Economic systems: capitalism, socialism & mixed economy. Economic planning in India: objectives, strategy and problems. Impact of economic planning in India. Economic roles of government: regulatory role, promotional role, entrepreneurial role, planning role, economic role in Indian context.

UNIT III

The constitutional environment and state intervention in business. Social responsibility of business: concept, rationale, dimensions and its disclosure by Indian business.

UNIT IV

Professionalization and business ethics. Competitive environment of business with reference to MRTP Act and Competition Act.

SUGGESTED READINGS:

1. Francis Cherunillam: Business Environment, Himalaya Publications.
2. Suresh Bedi: Business Environment, Excel Books.
3. Alok Goyal: Environment for Managers, V.K. Publications.
4. Justin Paul: Business Environment, Tata Mc-Graw Hill. Note:

Only latest available edition books are recommended.

BUSINESS STATISTICS

PAPER CODE: BBA/FSBN/204

Total credits: 3
External marks: 75
Internal marks: 25

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

1. Apply application of quantitative techniques in business decision making.
2. Analyze data using statistical techniques and able to forecast under uncertain business environment.
3. Examine normality and apply its concepts in different sampling techniques.
4. Apply quantitative techniques to business situations and optimize available resources

UNIT I

Statistics: Meaning, purpose, scope and limitations; presentation and tabulation of data: meaning, objectives and types of classification, formation of frequency distribution, role types and construction of diagrams and graphs.

UNIT II

Measures of Central Tendency: Arithmetic mean, median, mode, characteristics, applications and limitations of these measures; Measure of variation: Range, quartile deviation, mean deviation and standard deviation, co-efficient of variation and skewness.

UNIT III

Correlation Analysis: Introduction, significance, types and Methods of Correlation analysis – Scatter, diagram Karl Pearson's coefficient, Rank correlation. Regression Analysis: Introduction, significance, simple linear regression model, method of least squares, standard Error of estimates.

UNIT IV

Index Number: Introduction, importance, Construction, Price and Quantity index numbers, Laspeyres', Paasche's, Edgeworth-Marshall's, Fisher's method, Relative methods. Time series Analysis: Introduction, Utility of time series analysis, Components and analysis of time series. Measuring Trends of time series, semi-average, moving averages and method of least squares.

SUGGESTED READINGS:

1. Berry, G.C. Business Statistics, Mc Graw Hill Publication.
2. Gupta, S.P. & M.P. Gupta. Business Statistics, Sultan Chand and Sons Publication.
3. Gupta, C.B. An Introduction to Statistical Methods, Vikas Publishing House.
4. Gupta, S.P. Statistical Methods, Sultan Chand and Sons Publication.
5. Sharma, J.K. Business Pearson Education, New Delhi Statistics.

Note: Only latest available edition books are recommended.

LIFE SKILLS DEVELOPMENT
PAPER CODE: BBA/FSBN/205

Total credits: 3
Internal marks: 25
Practical marks: 75

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

1. Define and identify different life skills required in personal and professional life
2. Develop an awareness of the self and apply well-defined techniques to cope with emotions and stress.
3. Explain the basic mechanics of effective communication and demonstrate these through presentations.
4. Use appropriate thinking and problem-solving techniques to solve new problems
5. Understand the basics of teamwork and leadership

UNIT I

Overview of Life Skills: Meaning and significance of life skills, Life skills identified by WHO: Self-awareness, Empathy, Critical thinking, Creative thinking, Decision making, problem solving, Effective communication, interpersonal relationship, coping with stress, coping with emotion. Life skills for professionals: positive thinking, right attitude, attention to detail, having the big picture, learning skills, research skills, perseverance, setting goals and achieving them, helping others, leadership, motivation, self-motivation, and motivating others, personality development, IQ, EQ, and SQ.

UNIT II

Self-awareness: definition, need for self-awareness; Coping with Stress and Emotions, Human Values, tools and techniques of SA: questionnaires, journaling, reflective questions, meditation, mindfulness, psychometric tests, feedback. Stress Management: Stress, reasons and effects, identifying stress, stress diaries, the four A's of stress management, techniques, Approaches: action-oriented, emotion-oriented, acceptance oriented, resilience, Gratitude Training, Coping with emotions: Identifying and managing emotions, harmful ways of dealing with emotions,

UNIT III

21st century skills: Creativity, Critical Thinking, Collaboration, Problem Solving, Decision Making, Need for Creativity in the 21st century, Imagination, Intuition, Experience, Sources of Creativity, Lateral Thinking, Myths of creativity, Critical thinking vs. Creative thinking, Functions of Left Brain & Right brain, Convergent & Divergent Thinking, Critical reading & Multiple Intelligence. Steps in problem solving: Problem Solving Techniques, Six Thinking Hats, Mind Mapping, Forced Connections. Analytical Thinking, Numeric, symbolic, and graphic reasoning. Scientific temperament and Logical thinking.

UNIT IV

Leadership: Leadership framework, entrepreneurial and moral leadership, vision, cultural dimensions. Growing as a leader, turnaround leadership, managing diverse stakeholders, crisis management. Types of Leadership, Traits, Styles, VUCA Leadership, Levels of Leadership, Transactional vs Transformational Leaders, Leadership Grid, Effective Leaders.

Lab Activities

Verbal

Effective communication and Presentation skills. Different kinds of communication; Flow of communication; Communication networks, Types of barriers; Miscommunication Introduction to presentations and group discussions. Learning styles: visual, aural, verbal, kinaesthetic, logical, social, solitary; Previewing, KWL table, active listening, REAP method Note-taking skills: outlining, non-linear note-taking methods, Cornell notes, three column note taking. Memory techniques: mnemonics, association, flashcards, keywords, outlines, spider diagrams and mind maps, spaced repetition. Time management: auditing, identifying time wasters, managing distractions, calendars and checklists; Prioritizing - Goal setting, SMART goals; Productivity tools and apps, Pomodoro technique.

Non Verbal:

Non-verbal Communication and Body Language: Forms of non-verbal communication; Interpreting body-language cues; Kinesics; Proxemics; Chronemics; Effective use of body language, Communication in a multi-cultural environment.

SUGGESTED READINGS:

1. Shiv Khera, You Can Win, Macmillan Books, New York, 2003.
2. Barun K. Mitra, "Personality Development & Soft Skills", Oxford Publishers, Third impression, 2017.
3. ICT Academy of Kerala, "Life Skills for Engineers", McGraw Hill Education (India) Private Ltd., 2016.
4. Caruso, D. R. and Salovey P, "The Emotionally Intelligent Manager: How to Develop and Use the Four Key Emotional Skills of Leadership", John Wiley & Sons, 2004.
5. Kalyana, "Soft Skill for Managers"; First Edition; Wiley Publishing Ltd, 2015.
6. Larry James, "The First Book of Life Skills"; First Edition, Embassy Books, 2016.
7. Shalini Verma, "Development of Life Skills and Professional Practice"; First Edition; Sultan Chand (G/L) & Company, 2014.

Note: Only latest available edition books are recommended.

ENGLISH-II
PAPER CODE: AEC-106-N1

Total credits: 2
External marks: 75
Internal marks: 25

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

1. Understand basics of narration and writing for effective communication.
2. Learn techniques of effective public speaking.
3. Write various kind of letter, essay and articles.
4. Practically perform reading and speaking through drills.

UNIT I

Narration and Writing: Define, Describe, Narrate and Argue; Reading Comprehension, Precise Writing, Letter Writing - Job Application Letter, Resume writing, Report Writing.

UNIT II

Introduction to Oratory: Techniques for effective public speaking, both prepared and extemporaneous. Brainstorm ideas for your own short speech.

UNIT III

Written English communication: Progression of Thought/ideas, Structure of Paragraph, Structure of Essays, Essay Writing.

UNIT IV

Writing Features and Articles: Op-Eds (Editorials, Opinions), Features; Articles; Performance and Drills: Reading Drills, Speaking Drills, Team-Performance Drills, Solo Performance Drills

SUGGESTED READINGS:

1. Madhulika Jha, Echoes, Orient Long Man
2. Ramon & Prakash, Business Communication, Oxford.
3. Sydney Greenbaum Oxford English Grammar, Oxford.
4. M. Ashraf Rizvi ,Effective Technical Communication, Tata McGraw Hill
5. Anjanee Sethi & Bhavana Adhikari, Business Communication, Tata McGraw Hill

Note: Only latest available edition books are recommended.

HEALTH PSYCHOLOGY
VAC-108-N1

Total credits: 2
External marks: 75
Internal marks: 25

Learning Outcomes:

1. Gain understanding regarding the concept of health and role of psychology in it.
2. Get acquainted with well-being and its significance.
3. Develop insight into scientific knowledge regarding negative consequences of stress and other health related disorders.
4. Appreciate the positive impact of health enhancing behaviors on well-being and mental health.
- 5.

Course Content:

UNIT-I Introduction to Health Psychology

Nature, Goals and Scope. Relationship between mind and body. Emergence of Health Psychology

UNIT-II Well-being

Eudemonia and Hedonism, Life Satisfaction Affect. Assessment of Health and Well-being.

UNIT-III Stress, Illness and Pain

Coping with Stress, Pain and Illness. Health, Related Disorders- Coronary Heart Disease, Cancer, Diabetes, HIV and AIDS.

UNIT-IV Health Enhancing Behaviours

Psychological factors - Resilience, Hope, Optimism; Exercise; Safety and Nutrition. Implications for Well-being

Suggested Books/Reading:

1. DiMatteo, M.R. and Martin, L.R. Health psychology. New Delhi: Pearson.
2. Sarafino, E.P. (Health psychology: Bio Psychosocial interactions NY: Wiley.
3. Snyder, C.R., Lopez, S.J. Positive Psychology :The scientific and practical explorations of human strengths. Thousand Oaks, CA: Sage.
4. Taylor, S.E. Health Psychology. New York: Tata McGraw Hill.

HUMAN RESOURCE MANAGEMENT
PAPER CODE: BBA/FSBN/301

Total credits: 4
External marks: 75
Internal marks: 25

Course Outcome: After completing the course, the student will be able to:

1. Understand the basics of human resource management.
2. Analyse the human resource challenges in present scenario.
3. Know the essentials of employing, maintaining, and promoting a motivated workforce.
4. Develop critical understanding of contemporary issues of human resource management.

UNIT I

Introduction – nature and scope of human resource management, HRM objectives and functions, HRM policies, HRM in a globally competitive environment; strategic human resource management, HR outsourcing.

UNIT II

Acquisition of Human Resource -Human Resource Planning; Job analysis and job design; Recruitment – Concept and sources; Selection – Concept and process; placement and induction; job evaluation - concept & methods; Employee welfare; social security; grievance-handling.

UNIT III

Training and Development -Concept and Importance; Identifying Training and Development Needs; training methods and evaluation, Designing Training Programmes; Role-Specific and Competency Based Training; Training Process Outsourcing; Management Development; Career Development and Succession planning. Brief overview of HRIS.

UNIT IV

Performance Appraisal - Nature, objectives and importance; techniques of performance appraisal; potential appraisal and employee counselling; Compensation: concept and policies; job evaluation; fringe benefits; performance linked compensation. Balance Scorecard, Competency based HRM. Industrial Disputes: causes and settlement machinery.

SUGGESTED READINGS:

1. Gary Dessler. A Framework for Human Resource Management. Pearson Education.
2. DeCenzo, D.A. and S.P. Robbins, Personnel/Human Resource Management, Pearson Education.
3. Aswathapa, K. Human resource management: Text and cases, Tata McGraw Hill Education.
4. Haldar, U. and Sarkar Juthika, Human Resource Management, Oxford University Press.
5. Rao, V.S.P., Human Resource Management, Cengage Learning India
6. TN Chhabra, Human Resource Management, Dhanpat Rai & Co., Delhi
7. Biswajeet Pattanayak, Human Resource Management, PHI Learning.

Note: Only latest available edition books are recommended.

MARKETING MANAGEMENT
PAPER CODE: BBA/FSBN/ 302

Total credits: 4
External marks: 75
Internal marks: 25

Course Outcomes: After completion of the course, the student will be able to:

1. Understand the process of marketing by which companies create value for customers and capture value from customers in return.
2. Understand the significance of consumer behaviour, segmentation, targeting and positioning.
3. Make the product and pricing strategies.
4. Make the distribution strategies, promotion strategies.

UNIT I

Introduction to Marketing; difference between marketing and selling; core concepts of marketing; marketing mix; marketing process; marketing environment.

UNIT II

Determinants of consumer behaviour; consumer's purchase decision process (exclude industrial purchase decision process); market segmentation; target marketing; differentiation and positioning; marketing research; marketing information system.

UNIT III

Product and product line decisions; branding decisions; packaging and labelling decisions; product life cycle concept; new product development; pricing decisions.

UNIT IV

Distribution channels: - retailing, wholesaling, warehousing and physical distribution, promotion mix - personal selling, advertising, sales promotion, publicity, conceptual introduction to customer relationship marketing;

SUGGESTED READINGS:

1. Kotler, Philip, Kevin Lane Keller, Abraham Koshy & Mithileshwar Jha. Marketing Management, Pearson Education, New Delhi.
2. Dhunna, Mukesh, Marketing Management, Text and Cases. Wisdom Publications.
3. Sakena, Rajan, Marketing Management, McGraw Hill, New Delhi.
4. Zikmund, William G. Marketing, Cengage Learning, New Delhi.

Note: Only latest available edition books are recommended.

INDIAN FINANCIAL SYSTEM
PAPER CODE: BBA/FSBN/303

Total credits: 4
External marks: 75
Internal marks: 25

Course Outcome: After completion of the course, the student will be able to:

1. Understand the workings of various components of financial system in India.
2. Analyze the importance of a sound financial system for economic development of a country.
3. Evaluate the workings of different financial institutions.
4. Analyze the instruments available in money market and capital market.

UNIT I

Indian Financial System: Nature, structure, role and functions. Structure of Indian banking system, RBI-functions and working, Integrated ombudsman scheme, 2021 by RBI. Financial Institutions: Commercial banks, Banking and non-banking intermediaries, NABARD, Regional Rural Banks and Cooperative Banks, SIDBI.

UNIT II

Banking Concepts –credit creation, E-Banking; NEFT, RTGS, SWIFT mechanism. Universal Banking, payment banks. Emergence of electronic payment system in India, NPCI. Money Market; Money market instruments; Call money, Treasury Bills, Commercial Bills, Certificate of deposit, Commercial Papers, Reforms and recent developments in money market.

UNIT III

Capital Market: Capital Market instruments, Role of SEBI, Secondary market; trading and settlement; Primary market v/s Secondary Market. Mutual Funds; meaning and types. Reforms and recent developments in capital market.

UNIT IV

Non-banking finance companies, Housing finance companies. Overview of financial Services: Merchant Banking, Leasing and Hire purchase, Factoring, Housing Finance, Venture Capital, Credit Rating. An overview of Fintech; Suptech.

SUGGESTED READINGS:

1. Bhole L. M 'Financial institutions and Markets', Tata McGraw Hills.
2. Varshney and Mittal. Indian Financial System, Sultan Chand & Sons.
3. Bharati V. Pathak, 'The Indian financial system- Markets, Institutions and Services' Pearson Education.
4. John C. Hull, 'Risk Management and Financial Institutions', Tata McGraw Hills.
5. S. Gurusamy, 'Financial Markets and Institutions' 3rd edition, Tata McGraw Hills.
6. Khan M. Y. ' Indian Financial System', Tata McGraw Hills.
7. Gurusamy, —Financial Services and Systemll, McGraw Hill Education, March.

Note: Only latest available edition books are recommended.

**MANAGEMENT INFORMATION SYSTEM
PAPER CODE: BBA/FSBN/304**

Total credits: 3
Internal marks: 25
External marks: 75

Course Outcomes: After completing the course, the student will be able to:

1. Demonstrate knowledge of technical and business issues related to development of information system.
2. Understand the role of information system manager.
3. Design the information system implementation strategies.
4. Conceptualize re-engineered decision support systems.

UNIT I

The meaning and use of MIS, System Process of MIS, Development of MIS within the organisation, Management Process, Information Needs, System Approach in Planning Organizing and Controlling MIS. Types of Information Systems; System Development Life Cycle; System Analyst – Role, Responsibility, Analytical Skills.

UNIT II

Managerial Decision Making: System design consideration, input/output design, forms design, file organisation and database, data management, file design, program design.

UNIT III

Information Systems Implementation and Maintenance: System Implementation, Software Application Testing, Installation, Documenting the System, Training and Supporting Users, Organisational Issues in Systems Implementation; Maintaining Information systems. Decision support system, components, design Decision making; Decision support system software and hardware, types of decision support system.

UNIT IV

Security, Ethical and Societal Challenges of Information system, Business process reengineering, management information system, decision support system, Overview of Artificial Intelligence technologies in business , expert systems, , data warehousing, data mining.

SUGGESTED READINGS:

1. James O'Brien A., Management Information Systems, Tata McGraw Hill.
2. Laudon Kenneth and Laudon Jane, Management Information System, Pearson Alter, Steven, Information.
3. Muneesh, Kumar Business Information Systems, Vikas Publishing House.

Note: Only latest available edition books are recommended.

MANAGERIAL SKILL DEVELOPMENT
PAPER CODE: BBA/FSBN/305

Total credits: 3
Internal: 25
Practical: 75

Course outcomes:

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

1. Identify and foster self-capabilities for corporate readiness.
2. Learn the techniques of problem-solving and building positive interpersonal relationships.
3. Build teams and work in teams effectively.
4. Understand leadership styles and develop leadership qualities

Unit I

Understanding oneself (self- evaluation, ethics, values, personality assessment), Johari window, work life balance, stress management, time management, personality development and mindfulness.

Unit II

Problem-solving, creativity, and innovation; steps in analytical problem-solving; building positive interpersonal relationships; Supportive communication; Coaching and counselling; Principles of supportive communication.

Unit III

Team building; types of team; managing conflict and diversity; team effectiveness; leading team for high performance; leading positive change.

Unit IV

Leadership and its types; characteristics of a leader; leadership development; Leadership games to understand leadership roles at various levels of the organization.

Suggested readings:

1. Wadkar, Alka. Life Skills for Success. Sage Publications.
2. Whetten, D.A, Cameron, K.S. Developing Management Skills. Prentice Hall
3. Hughes, R., Ginnett, R. and Curphy, G., Leadership: Enhancing the Lessons of Experience, McGraw Hill Education,
4. A. Chandramohan, Leadership and management, Himalaya Publishing House
5. Bhargava & Bhargava, Team Building & Leadership, Himalaya Publishing House
6. Peter G. Northouse, Introduction to Leadership, Concepts & practices, Sage Publication

Note: Only latest available edition books are recommended.

Communication, Mediation and Resolution (CMR)
AEC-102-N1

Total Credits: 2
Sessional: 25
Theory: 75
Time Allotted: 3 hours

Course Objectives:

- CO I: To familiarize the students with the process and barriers of communication.
- CO II: To enable the students develop critical thinking and identify logical fallacies.
- CO III: To help students in recognising factors and applying strategies in conflict resolution.
- CO IV: To inspire students in appreciating the role of mediation and find creative solutions.

Unit-I: Communication and Barriers to Communication: 7C's of Communication, Win-Win Communication, Strategies for Effective Communication, Zero-Sum; Reasons for Conflict; Communication Barriers.

Unit-II: Critical Thinking and Cognitive Skills: reason; analysis, synthesis, divide and rule; root-cause analysis; logic and logical fallacies.
Reasoning; Logic; Inductive and Deductive Reasoning; Logical fallacies: *Ad hominem*, straw man fallacy; bandwagon fallacy; hasty generalization; false dilemma; false dichotomy; *Tu Quoque*; circular reasoning and hasty generalization; Recognizing fallacies.

Unit-III: Mediation and Conflict-Resolution: Cognitive Skills and Critical thinking; Listening for key words, phrases and hints, Creative Communicating, Managing and celebrating Diversity, Adaptability and Negotiation; Dispute-resolution; arbitration; mediator's role; caucuses, third party, objectivity, impartiality, neutrality, offers, counter offers, questions, demands, and proposals, impasse, settlement. Brainstorming, Problem solving strategies, Stress management, Significance of Collaboration, Confronting challenges.

Unit-IV: Mediation in Practice: Exercises in role-playing and mediation and one case study assignment as directed by the teacher

Course Outcomes:

- CO I: The students will be familiarized with the process and barriers of communication.
- CO II: The students will be enabled to develop critical thinking and identify logical fallacies.
- CO III: The students will be able to recognise factors and apply strategies in conflict resolution.
- CO IV: The students will be able to appreciate the role of mediation and find creative solutions.

Suggested Readings:

1. Basics of Communication, Mediation and Resolution by Dr. Rajesh Kumar Mangla
2. Effective Communication Skills by Meenakshi Raman and Sangeeta Sharma
3. Conflict, Conflict Resolution and Mediation: Theory, Process and Practice by Clay Conrad Phillips.

ENVIRONMENTAL SCIENCE-I
SUBJECT CODE: VAC-101-N1

Total credits: 2
Internal marks: 25
External marks: 75

NOTE: Question paper will have two parts. Part-1 will be compulsory and have 10 questions of equal marks covering the entire syllabus. Attempt any four questions out of six from Part-2.

COURSE OUTCOMES: At the completion of this course, the learner will be able to:

CO1: Understand human interaction with the environment and efforts taken for emergence of environmentalism at international level.

CO2: Understand concept of natural resources, their distribution, conservation, management and sustainable utilization.

CO3: Develop critical thinking towards local, regional and global environmental issue.

CO4: Describe the concept of ecosystem, biodiversity and their conservation at national and international levels.

Unit I: Humans and the Environment (4 hrs)

The man-environment interaction: Humans as hunter-gatherers; Mastery of fire; Origin of agriculture; Emergence of city-states; Great ancient civilizations and the environment, Indic Knowledge and Culture of sustainability; Middle Ages and Renaissance; Industrial revolution and its impact on the environment; Population growth and natural resource exploitation; Global environmental change. *Environmental Ethics and emergence of environmentalism:* Anthropocentric and eco-centric perspectives (Major thinkers); The Club of Rome- Limits to Growth; UN Conference on Human Environment 1972; World Commission on Environment and Development and the concept of sustainable development; Rio Summit and subsequent international efforts.

Unit II: Natural Resources and Sustainable Development (6 hrs)

Overview of natural resources: Definition of resource; Classification of natural resources- biotic and abiotic, renewable and non-renewable.

Biotic resources: Major type of biotic resources- forests, grasslands, wetlands, wildlife and aquatic (fresh water and marine); Microbes as a resource; Status and challenges.

Water resources: Types of water resources- fresh water and marine resources; Availability and use of water resources; Environmental impact of over-exploitation, issues and challenges; Water scarcity and stress; Conflicts over water.

Soil and mineral resources: Important minerals; Mineral exploitation; Environmental problems due to extraction of minerals and use; Soil as a resource and its degradation.

Energy resources: Sources of energy and their classification, renewable and non-renewable sources of energy; Conventional energy sources- coal, oil, natural gas, nuclear energy; non-conventional energy sources- solar, wind, tidal, hydro, wave, ocean thermal, geothermal, biomass, hydrogen and fuel cells; Implications of energy use on the environment.

Introduction to sustainable development: Sustainable Development Goals (SDGs)- targets and indicators, challenges and strategies for SDGs.

Unit III: Environmental Issues: Local, Regional and Global (6 hrs)

Environmental issues and scales: Concepts of micro-, meso-, synoptic and planetary scales; Temporal and spatial extents of local, regional, and global phenomena.

Pollution: Impact of sectoral processes on Environment; Types of Pollution- air, noise, water, soil, thermal, radioactive; municipal solid waste, hazardous waste; transboundary air pollution; acid rain; smog. Land use and Land cover change: land degradation, deforestation, desertification, urbanization. Biodiversity loss: past and current trends, impact. Global change: Ozone layer depletion; Climate change. Disasters – Natural and Man-made (Anthropogenic)

Unit IV: Conservation of Biodiversity and Ecosystems (8 hrs)

Biodiversity and its distribution: Biodiversity as a natural resource; Levels and types; Biodiversity in India and the world; Biodiversity hotspots. Ecosystems and ecosystem services: Major ecosystem types in India and their basic characteristics forests, wetlands, grasslands, agriculture, coastal and marine; Ecosystem services- classification and significance. Threats to biodiversity and ecosystems: Land use and land cover change; Commercial exploitation of species; Invasive species; Fire, disasters and climate change. Major conservation policies: in-situ and ex-situ conservation; Major protected areas; Biosphere reserves; Ecologically Sensitive Areas; Coastal Regulation Zone;

the role of traditional knowledge for biodiversity conservation, community-based conservation; Gender and conservation. Overview of the following conventions and protocols- Convention on Biological Diversity (CBD); Cartagena Protocol on Biosafety; Nagoya Protocol on Access and Benefit-sharing; Convention on International Trade in Endangered Species of Wild Flora and Fauna (CITES); Ramsar Convention on Wetlands of International Importance; Ramsar sites; United Nations Convention to Combat Desertification (UNCCD).

Unit V: Case studies/ Field Work (6 hrs)

The students are expected to be engaged in some of the following or similar identified activities:

- a) Field visits to identify local/regional environmental issues, make observations including data collection and prepare a brief report.
- b) Discussion on one national and one international case study related to the environment and sustainable development.
- c) Participation in plantation drive and nature camps.
- d) Documentation of campus flora and fauna.

Suggested Readings:

1. Baskar, R & Baskar, S. (2010). Natural Disasters: Earth's Processes & Geological Hazards, Unicorn Books
2. Bawa, K.S., Oomen, M.A. and Primack, R. (2011) Conservation Biology: A Primer for South Asia. Universities Press.
3. Bhagwat, Shonil (Editor) (2018) Conservation and Development in India: Reimagining Wilderness, Earthscan Conservation and Development, Routledge.
4. Chiras, D. D and Reganold, J. P. (2010). Natural Resource Conservation: Management for a Sustainable Future. 10th edition, Upper Saddle River, N. J. Benjamin/Cummins/Pearson.
5. De Anil, K. (2003). Environmental chemistry. New Age International.
6. Fisher, Michael H. (2018) An Environmental History of India- From Earliest Times to the Twenty-First Century, Cambridge University Press.
7. Gilbert M. Masters and W. P. (2008). An Introduction to Environmental Engineering and Science, Ela Publisher (Pearson)
8. Harper, Charles L. (2017) Environment and Society, Human Perspectives on Environmental Issues 6th Edition. Routledge.
9. Harris, Frances (2012) Global Environmental Issues, 2nd Edition. Wiley- Blackwell.
10. Headrick, Daniel R. (2020) Humans versus Nature- A Global Environmental History, Oxford University Press.
11. Hughes, J. Donald (2009) An Environmental History of the World- Humankind's Changing Role in the Community of Life, 2nd Edition. Routledge.
12. John W. Twidell and Anthony D. (2015). Renewable Energy Sources, 3rd Edition, Weir Publisher (ELBS)
13. Kaushik, A., & Kaushik, C. P. (2006). Perspectives in environmental studies. New Age International.
14. Krishnamurthy, K.V. (2003) Textbook of Biodiversity, Science Publishers, Plymouth, UK
15. Manahan, S.E. (2022). Environmental Chemistry (11th ed.). CRC Press. <https://doi.org/10.1201/9781003096238>
16. Perman, R., Ma, Y., McGilvray, J., and Common, M. (2003) Natural Resource and Environmental Economics. Pearson Education.
17. Rajagopalan, R. (2011). Environmental Studies: From Crisis to Cure. India: Oxford University Press.
18. Sharma, P. D., & Sharma, P. D. (2012). Ecology and environment. Rastogi Publications.
19. Simmons, I. G. (2008). Global Environmental History: 10,000 BC to AD 2000. Edinburgh University Press
20. Singh, J.S., Singh, S.P. & Gupta, S.R. 2006. Ecology, Environment and Resource Conservation. Anamaya Publications <https://sdgs.un.org/goals>
21. Sinha, N. (2020) Wild and Wilful. Harper Collins, India.
22. Varghese, Anita, Oommen, Meera Anna, Paul, Mridula Mary, Nath, Snehlata (Editors) (2022) Conservation through Sustainable Use: Lessons from India. Routledge.
23. William P. Cunningham and Mary A. (2015). Cunningham Environmental Science: A global concern, Publisher (Mc-Graw Hill, USA)

BUSINESS RESEARCH METHODS
PAPER CODE: BBA/FSBN/401

Total credits: 4
External marks: 75
Internal marks: 25

Course Outcomes: After completing the course, the student will be able to:

1. Outline the significance of research and research methodology and to analyze the problems in conducting social science research in India.
2. Formulate research problem and research design.
3. Determine the sample size in consonance with the research problem and research design.
4. Collect and tabulate required primary and secondary data for analysis.
5. Prepare a report based on collected data.

UNIT I

Concept, objectives, and significance of Research; Approaches and types of Research; Research Methodology; Research Process; Criteria of Good Research; Challenges in conducting social science research in India.

UNIT II

Defining the Research Problem and Research Design; Components, selection and formulation of Research Problem; meaning and need of Literature Review; Meaning of Research Design, Features of a good research design; types of Research Design.

UNIT III

Meaning of Census and Sample; Meaning, need, significance and principle of sampling; Essentials of a good sampling; Methods of sampling; Determination of sample size.

UNIT IV

Types of data; Methods of collection of primary data: Collection of Secondary Data; Use of computer and internet in collection of data; limitation of primary and secondary data. Tabulation of data for analysis, Research Proposal, Research Report: Qualities of good report, steps in report writing.

SUGGESTED READINGS:

1. Madan, P., Paliwal, V., & Bhardwaj, R.. Research Methodology-Methods & Techniques. New Delhi: New Age International Publishers.
2. Kothari, B. L. Research Methodology: Tools and Techniques. Jaipur: ABD Publishers.
3. Borse, M. N. Research Methodology—Modern, Methods & New Techniques. Jaipur: Shree Niwas Publishers.
4. Rao, K. V. Research Methodology in Commerce and Management. Noida, Uttar Pradesh: Sterling Publishers Private Limited.
5. Sharma, R. D., & Chahal, H. Research Methodology in Commerce and Management. New Delhi: Anmol Publications.

Note: Only latest available edition books are recommended.

COST AND MANAGEMENT ACCOUNTING
PAPER CODE: BBA/FSDN/402

Total credits: 4
External marks: 75
Internal marks: 25

Course Outcome: After completing the course, the student will be able to:

1. Determine various types of cost of production.
2. Demonstrate the material and labour cost control techniques.
3. Develop critical understanding about application of marginal costing and budgeting.
4. Understand the various management accounting techniques.

UNIT I

Introduction: - Objective, elements of cost, cost sheet, importance of cost accounting, types of costing, difference between cost accounting and financial accounting. Material Control: - Meaning and objectives of material control, material purchase procedure, fixation of inventory levels – Reorder level, EOQ, Minimum level, Maximum level, Danger level and Methods of Valuing Material Issues.

UNIT II

Labor Cost Control: - its importance, methods of Time Keeping and Time Booking; Treatment and Control of Labor Turnover, Idle Time, Overtime, Systems of Wage Payment – Time Wage System, Piece Wage System and Balance or Debt Method; Overhead – classification, allocation and apportionment of overhead including machine hour rate. Methods of Costing – Job, Batch and Contract Costing.

UNIT III

Management Accounting: - Meaning, nature, scope, objective and functions; marginal costing and profit planning, practical application of marginal costing techniques. Responsibility Accounting: types of responsibility centres, performance evaluation criteria, budgeting – role of budgets and budgeting in organisations, budgeting process.

UNIT IV

Nature and types of Financial Statements; techniques of financial statement analysis, ratio analysis, fund flow and cash flow analysis.

SUGGESTED READINGS:

1. Jain & Narang, Advance Cost Accounting, Kalyani Publishers, New Delhi.
2. Maheshwari & SN Mittal., Elements of Cost Accounting, Shree Mahavir Book Depo.
3. Bhar, B.K., Cost Accounting Methods and Problems, Academic Publishers.
4. Prasad, N.K., Principles and Practice of Cost Accounting, Syndicate Pvt. Ltd.

Note: Only latest available edition books are recommended.

CONTEMPORARY ISSUES IN BFSI
PAPER CODE: BBA/FSBN/403

Total credits: 4
External marks: 75
Internal marks: 25

Course Outcomes: After the successful completion of the course, the student will be able to:

1. Critically evaluate the role of banks in the economic.
2. Demonstrate structure of banking industry in India.
3. Discuss the management of risks in banking Global regulation of banks
4. Analyse the causes Competitive issues in banking Bank failures

UNIT I

Overview of the BFSI domain in India, Role & importance of banks in an economy, Structure of Indian banking industry, Reserve Bank of India and its role, Types of banks in India, Overview of basic banking products & services, financial inclusion & exclusion

UNIT II

Diversification of banking activities Management of risks in banking Global regulation of banks, Differences in banking structures in key economies: UK, USA, Japan and EU Structural differences between developed and emerging banking sectors

UNIT III

Competitive issues in banking Bank failures, Causes, consequences, and regulatory responses to recent financial crises

UNIT IV

The eurozone banking union Relevant case studies, Career opportunities in the financial industry and beyond

SUGGESTED READINGS:

1. Arnold, G. (2012), Modern Financial Markets and Institutions: A Practical Perspective. Harlow: FT Prentice Hall. Berger, A., P. Molyneux, and J.O.S. Wilson (2010), The Oxford Handbook of Banking, Oxford: Oxford University Press.
2. Heffernan, S. (2005) Modern Banking Theory and Practice, Chichester: John Wiley. Blinder, A. S. (1998) Central Banking in Theory and Practice. Cambridge: MIT Press.
3. Greenbaum, S. I. and A. V. Thakor (2007) Contemporary Financial Intermediation. London: Academic Press. Kindleberger, C. P. and R. Z. Aliber (2011) Manias, Panics, and Crashes. A History of Financial Crises. Hampshire: Palgrave Macmillan, 6th Edition.

Note: Only latest available edition books are recommended.

ORGANIZATIONAL BEHAVIOUR
PAPER CODE: BBA/FSBN/404

Total credits: 4
External marks: 75
Internal marks: 25

Course Outcomes: After completion of the course, the student will be able to:

1. Analyze and compare different models used to explain individual behaviour.
2. Develop a critical insight into complexities associated with the group and team behaviour.
3. Identify the processes used in managing change and resolving conflicts.
4. Interpret the influence of organizational development and change in the behaviour of the employees.

UNIT I

Fundamentals of organizational behaviour: concept, evolution, the importance of OB, contributing disciplines to OB, OB model, contemporary challenges of OB; individual processes and behaviour differences.

UNIT II

Dynamics of individual behaviour: personality - concept, determinant, theories, and applications; values, attitudes, and emotions; perception - concept, process and applications; learning and reinforcement; motivation - concept, theories and applications; stress management.

UNIT III

Interpersonal processes: dynamics of groups – characteristics of the group, types, stages of group development, group cohesiveness, group processes and decision making; dynamics of teams –characteristics of the team, forms, team effectiveness; conflict - concept, sources, types, management of conflict; power and political behaviour; leadership: concept, function, and styles.

UNIT IV

Organizational processes and structure: organizational design - various organizational structures and their effect on human behaviour; organisational climate; organisational culture; organisational change - concept, nature, resistance to change, change management, implementing change and organizational development.

SUGGESTED READINGS:

1. Kavita Singh., Organisational Behaviour: Text and cases. New Delhi: Pearson Education.
2. Pareek, Udai. Understanding Organisational Behaviour, Oxford University Press, New Delhi.
3. Robbins,S.P & Judge,T.A. Organisational Behaviour, Prentice Hall of India, New Delhi.
4. Newstorm, J. and Keith Davis, Organisational Behaviour, TMH.

Note: Only latest available edition books are recommended.

**STRATEGIC MANAGEMENT
PAPER CODE: BBA/FSBN/405**

Total credits: 4
External marks: 75
Internal marks: 25

Course Outcome: After completing the course, the student will be able to:

1. Get a clear understanding of the basic concept of strategy and its relationship with the firm 's vision.
2. Mission and objectives for the organization 's success.
3. Identify different strategic options available and their relation with the dynamic environment.
4. Sketch the strategy to be followed by the organization and to effectively implement the strategy that will help the organization to become successful in the market.
5. Evaluate strategies in an effective manner by applying different techniques.

UNIT I

Strategic Management –meaning, Historical development and significance to Modern Day organisations.
Strategic Management Process levels of strategy in organization.

UNIT II

Strategy Formulation- Company's mission, purpose and objectives; corporate strategy - concept, significance and objectives; types of strategies; Environmental and organisational appraisal (Internal & external) techniques of business environment analysis,

UNIT III

Strategic alternatives and choice; Business ethics and corporate strategy Concept of value chain and competitive advantage Strategy implementation - Designing organisational structure and activating strategies

UNIT IV

Strategy Evaluation - Strategic evaluation and Control, Strategic and Operational Control; techniques of evaluation and control. Role of IT in strategic Management.

SUGGESTED READINGS

1. Thompson LA. and Stickl and A.J.: Strategic Management - Concept and cases.
2. Michael Potter: Competitive Advantage of Nations.
3. Kenneth, A. Andrews : Concepts of corporate Strategy.
4. John A. Pearce Hand R.B. Robinson Strategic Management.
5. Applegate ,Corporate Information Strategy and Management, McGraw Hill Education.
6. Thompson,Crafting and Executing Strategy, TataMcGraw Hill Education.

Note: Only latest available edition books are recommended.

Effective Corporate Communication (ECC)
AEC-103-N3

Total Credits: 2
Sessional: 25
Theory: 75
Time Allotted: 3 hours

Course Objectives:

- CO I: To acquaint students with the appropriate grammatical structures in written forms.
- CO II: To enable the students understand the significance of technical writing and formal communication.
- CO III: To equip students develop and demonstrate effective writing skills in varied forms.
- CO IV: To inspire students to deliver persuasive presentations.

Unit-I: Writing Skills and Basics of Grammar: Subject-verb agreement; sentence correction; tense-verb usage; Composition of a Paragraph; Characteristics of a Good Paragraph; Use of Idioms and Proverbs, Literary Tropes and Use of Figures of Speech.

Unit-II: Technical Writing and Reports: SPSE structure; IMRD structure; Report Writing: Types of Reports and Structure of a Long Report. Hedging, Nominalization; Memos; Agenda and MoM; Case Study Method; Presentations; Business Letters-quotation and placing order.

Unit-III: Drafting proposals: From essays to proposals; Types of Essay Writing: Structure of an essay; Argumentative essays; Expository essays; Narrative essays; and Descriptive essays; Structure of an Essay Reading, Writing and Comprehension. Drafting proposals; Synopsis Writing; Definitions; Comparisons and Contrasts; Hedging; Nominalization, proposal presentations

Unit-IV: Exercises in Proposal Presentations: Drafting and Presenting Proposals.

Course Outcomes:

- CO I: The students will be acquainted with the appropriate grammatical structures in written forms.
- CO II: The students will be able to understand the significance of technical writing and formal communication.
- CO III: The students will be able to develop and demonstrate effective writing skills in varied forms.
- CO IV: The students will be able to deliver persuasive presentations.

Suggested Readings:

1. Effective Business Communication by Asha Kaul
2. Professional Communication for Business by Carolyn Bussom
3. Business Communication and Technical Writing by Meenakshi Raman and Sangeeta Sharma.

ENVIRONMENTAL SCIENCE-II
SUBJECT CODE: VAC-102-N1

Total credits: 2
External marks: 75
Internal marks: 25

NOTE: Question paper will have two parts. Part-1 will be compulsory and have 10 questions of equal marks covering the entire syllabus. Attempt any four questions out of six from Part-2.

COURSE OUTCOMES: At the completion of this course, the learner will be able to:

CO1: Understand about different types of pollution, their sources and their adverse impacts.

CO2: Develop understanding on the climate change concept, climate change adaptation and mitigation.

CO3: Understand broad aspects of environmental management systems and various methods followed for assessment of environmental quality and associated risks.

CO4: Learn about the major environmental conventions/protocols adopted at national and international level to protect and conserve environment.

Unit I: Environment Pollution and Health (6 hrs)

Understanding pollution: Production processes and generation of wastes; Assimilative capacity of the environment; Definition of pollution; Point sources and non-point sources of pollution.

A) Air pollution: Sources of air pollution; Primary and secondary pollutants; Criteria pollutants- carbon monoxide, lead, nitrogen oxides, ground-level ozone, particulate matter, and sulphur dioxide; Other important air pollutants- Volatile Organic compounds (VOCs), Peroxyacetyl Nitrate (PAN), Polycyclic aromatic hydrocarbons (PAHs) and Persistent organic pollutants (POPs); Indoor air pollution; Adverse health impacts of air pollutants; National Ambient Air Quality Standards.

B) Water pollution: Sources of water pollution; River, lake, and marine pollution, groundwater pollution; water quality. Water quality parameters and standards; adverse health impacts of water pollution on human and aquatic life.

C) Soil pollution and solid waste: Soil pollutants and their sources; Solid and hazardous waste; Impact on human health.

D) Noise pollution: Definition of noise; Unit of measurement of noise pollution; Sources of noise pollution; Noise standards; adverse impacts of noise on human health.

E) Thermal and Radioactive pollution: Sources and impact on human health and ecosystems.

Unit II: Climate Change: Impacts, Adaptation and Mitigation (6 hrs)

Understanding climate change: Natural variations in climate; Structure of atmosphere; Anthropogenic climate change from greenhouse gas emissions— past, present and future; Projections of global climate change with special reference to temperature, rainfall, climate variability and extreme events; Importance of 1.5 °C and 2.0 °C limits to global warming; Climate change projections for the Indian sub-continent.

Impacts, vulnerability and adaptation to climate change: Observed impacts of climate change on ocean and land systems; Sea level rise, changes in marine and coastal ecosystems; Impacts on forests and natural ecosystems; Impacts on animal species, agriculture, health, urban infrastructure; the concept of vulnerability and its assessment; Adaptation vs. resilience; Climate-resilient development; Indigenous knowledge for adaptation to climate change. Mitigation of climate change: Synergies between adaptation and mitigation measures; Green House Gas (GHG) reduction vs. sink enhancement; Concept of carbon intensity, energy intensity, and carbon neutrality; Energy efficiency measures; Renewable energy sources; Carbon capture and storage, National climate action plan and Intended Nationally Determined Contributions (INDCs); Climate justice.

Unit III: Environmental Management (6 hrs)

Introduction to environmental laws and regulation: Constitutional provisions- Article 48A, Article 51A (g) and other derived environmental rights.

Environmental legislations in India: The Wild Life (Protection) Act, 1972; The Water (Prevention and Control of Pollution) Act, 1974; The Forest (Conservation) Act, 1980; The Air (Prevention and Control of Pollution) Act, 1981; The Environment (Protection) Act, 1986; The Biological Diversity Act, 2002; The

Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006; Noise Pollution (Regulation and Control) Rules, 2000; Industry-specific environmental standards; Waste management rules.

Environmental management system: ISO 14001, Concept of Circular Economy, Life cycle analysis; Cost-benefit analysis, Environmental audit and impact assessment; Environmental risk assessment, Pollution control and management; Waste Management- Concept of 3R (Reduce, Recycle and Reuse) and sustainability; Ecolabeling /Eco mark scheme.

Unit IV: Environmental Treaties and Legislation (6 hrs)

An overview of the following national and international cooperation, agreements, conventions, protocols - adoption, signature, ratification and entry into force; binding and nonbinding measures; Conference of the Parties (COP):

A) Vienna Convention for the Protection of the Ozone Layer; Montreal Protocol on Substances that Deplete the Ozone Layer and the Kigali Amendment; Status phase-out of production and consumption of Ozone Depleting Substances by India.

B) Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal; Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade; Stockholm Convention on Persistent Organic Pollutants; Minamata Convention on Mercury.

C) United Nations Framework Convention on Climate Change (UNFCCC); Kyoto Protocol; Paris Agreement; India's status as a party to major conventions.

D) National Green Tribunal; Some landmark Supreme Court judgements.

E) Major International organisations and initiatives: United Nations Environment Programme (UNEP), International Union for Conservation of Nature (IUCN), World Commission on Environment and Development (WCED), United Nations Educational, Scientific and Cultural Organization (UNESCO), Intergovernmental Panel on Climate Change (IPCC), and Man and the Biosphere (MAB) programme.

Unit V: Case studies/ Field Work (6 hrs)

The students are expected to be engaged in some of the following or similar identified activities:

a) Field visits to identify local/regional environmental issues, make observations including data collection and prepare a brief report.

b) Discussion on one national and one international case study related to the environment and sustainable development.

c) Campus environmental management activities such as solid waste disposal, water management and sanitation and sewage treatment plant

Suggested Readings:

1. Adenle A., Azadi H., Arbiol J. (2015). Global assessment of technological innovation for climate change adaptation and mitigation in developing world, *Journal of Environmental Management*, 161 (15): 261-275.

2. Ahluwalia, V. K. (2015). *Environmental Pollution, and Health*. The Energy and Resources Institute (TERI).

3. Barnett, J. & S. O'Neill (2010). Maladaptation. *Global Environmental Change—Human and Policy Dimensions* 20: 211–213.

4. Barrow, C. J. (1999). *Environmental management: Principles and practice*. Routledge.

5. Berrang-Ford, L., J.D. Ford & J. Paterson (2011). Are we adapting to climate change? *Global Environmental Change—Human and Policy Dimensions* 21: 25-33.

6. Bohra, Saroj, *Judicial Intervention and Evolution of Environmental Principles and Doctrines* (January 7, 2019). Available at SSRN: <https://ssrn.com/abstract=3311406> or <http://dx.doi.org/10.2139/ssrn.3311406>

7. Central Pollution Control Board Web page for various pollution standards. <https://cpcb.nic.in/standards/>

8. India Code – Digital repository of all Central and State Acts: <https://www.indiacode.nic.in/>

9. Jackson, A. R., & Jackson, J. M. (2000). *Environmental Science: The Natural Environment and Human Impact*. Pearson Education.

10. Jørgensen, Sven Marques, Erik João Carlos and Nielsen, Søren Nors (2016) *Integrated Environmental Management, A transdisciplinary Approach*. CRC Press.

11. Kanchi Kohli and Manju Menon (2021) Development of Environment Laws in India, Cambridge University Press.
12. Kaushik, A., & Kaushik, C. P. (2006). Perspectives in environmental studies. New Age International.
13. Masters, G. M., & Ela, W. P. (2008). Introduction to environmental engineering and science (No. 60457). Englewood Cliffs, NJ: Prentice Hall.
14. Miller, G. T., & Spoolman, S. (2015) Environmental Science. Cengage Learning.
15. Ministry of Environment, Forest and Climate Change (2019) A Handbook on International Environment Conventions & Programmes. <https://moef.gov.in/wp-content/uploads/2020/02/convention-V-16-CURVE-web.pdf>
16. Pittock, Barrie (2009) Climate Change: The Science, Impacts and Solutions. 2nd Edition. Routledge.
17. Richard A. Marcantonio, Marc Lame (2022). Environmental Management: Concepts and Practical Skills. Cambridge University Press.
18. Theodore, M. K. and Theodore, Louis (2021) Introduction to Environmental Management, 2nd Edition. CRC Press.
19. Tiefenbacher, J (ed.) (2022), Environmental Management - Pollution, Habitat, Ecology, and Sustainability, Intech Open, London. 10.5772/
20. UNEP (2007) Multilateral Environmental Agreement Negotiator's Handbook, University of Joensuu, ISBN 978-952-458-992-5
21. www.ipcc.org; <https://www.ipcc.ch/report/sixth-assessment-report-cycle/>

OPERATIONS MANAGEMENT
PAPER CODE: BBA/FSBN/501

Total credits: 4
Internal marks: 25
External marks: 75

Course Outcomes: After the completion of the course, the student will be able to:

1. Gain a conceptual understanding of the manufacturing and services Operations.
2. Apply best practices for managing operations.
3. Measure and manage quality of manufacturing and services operations.
4. Utilize resources in optimum manner by using various techniques.

UNIT I

Production economics: introduction, evaluation, major long term and short term decisions; objectives, importance and activities, differences between products and services. Meaning and types of production systems: production to order and production to stock; plant location; factors affecting location and evaluating different locations.

UNIT II

Production Planning and Control: Introduction, objectives and Phases, Operation Planning and Schedule System, Aggregate Planning, Master Production Schedule, Material Requirement Planning, Capacity Planning, Routing, Scheduling.

UNIT III

Material Management: Introduction and Meaning of Material Management, Scope of Material Management, Material Planning and Control, Purchasing, Store management, Inventory Control, Standardization, Simplification, Value Analysis, Ergonomics, JIT Manufacturing.

UNIT IV

Quality Control: Introduction, Quality, Inspection, Quality Control, Statistical Quality Control, Quality Circle; Quality Assurance and Certification: ISO 9000, ISO 9004, ISO 14000 Series.

SUGGESTED READINGS:

1. Dobler & Burt, Purchasing and Supply Management: Text & Cases, Tata McGraw Hill Publishing Company Ltd., New Delhi.
2. Nair, Purchasing and Material Management, Vikas Publishing House, New Delhi.
3. Gopal Krishnan, P., Handbook of Materials Management, Prentice Hall of India Pvt. Ltd., New Delhi.
4. Gopalakrishnana, P. & Sundarshan, M., Materials Management: An Integrated Approach, Prentice Hall of India Pvt. Ltd., New Delhi.
 5. Bhat, K. Shridhara, Materials Management, Himalaya Publishing House. Note: Only latest available edition books are recommended.

CORPORATE ACCOUNTING
PAPER CODE: BBA/FSDN/502

Total credits: 4
External marks: 75
Internal marks: 25

Course Outcomes: After completing the course, the student will be able to:

1. Understand the accounting treatment for share capital issues and buy back of shares.
2. Understand the accounting treatment for issue and redemption of debentures.
3. Understand the various adjustments related to the preparation of final accounts.
4. Critically evaluate the valuation of goodwill and shares.

UNIT I

Accounting for share capital transaction, alternation of share capital, buy-back of shares, acquisition of business and profit prior to incorporation.

UNIT II

Debentures; issue of debentures, methods of redemption of debentures, underwriting of shares and debentures.

UNIT III

Statutory provision regarding preparation of company's final accounts, preparation of profit and loss account and balance sheet of company as per the requirement of Schedule VI of the companies act, state the basic features of accounting standards 4, 5, 15, 17 18 and 29;

UNIT IV

Valuation of Goodwill and valuation of shares, Liquidation of Companies

SUGGESTED READINGS:

1. Gupta R.L., Advanced Accounting Vol. II, S. Chand & Sons, New Delhi
2. Grewal T.S. and M.C. Shukla, Advanced Accounting, S. Chand & Sons, New Delhi
3. Jain, S.P. & K.L. Narang, Advanced Accounting, Kalyani Publishers, New Delhi
4. Monga, J.R., Corporate Accounting, Margin Paper Bank, New Delhi

Note: Only latest available edition books are recommended.

FINANCIAL MARKETS AND INSTITUTIONS

PAPER CODE: BBA/FSBN/503

Total credits: 4
External marks: 75
Internal marks: 25

Course Outcomes: After completing the course, the student will be able to:

1. Understand the components of the Indian Financial System.
2. Identify the functions of financial markets and institutions.
3. Examine the impact of financial markets and institutions on the level of interest rates and interest differentials.
4. Describe the working of different financial markets.

UNIT I

Financial System-Introduction to Financial System, Players in the Financial System. Segments of Financial Markets; Role of Financial Markets; Financial system in India: RBI and financial system. Stock Exchange- Overview & its functions. History of Stock Exchange

UNIT II

Financial Markets- Introduction, Role of Financial Markets, Types of Financial Markets, Structure of Indian Financial markets. Money Market & Capital Market- Introduction, Need, Components, Role, Objectives & Functions, Instruments of money market & capital market. Capital Market vs. Money Market. Primary Market & Secondary Market.

UNIT III

Evolution of the Financial Markets; Structure of the Markets: Euro Market-American Market Japanese Market-Indian Market; Multilateral Financial Institutions, Foreign Exchange Market; Derivatives Trading and Speculation; Regulatory Framework of derivative markets.

UNIT IV

Financial Institutions: Banking institutions, Non-Banking financial companies (NBFCs) - Evolution of NBFCs; Industry Structure-Service Provided by NBFCs, Mutual Funds, a brief overview of insurance industry in India; recent reforms in the insurance sector; Role of IRDA in insurance sector, an overview of development finance institutions.

Instructions: Students must read daily newspapers like The Economic Times, Financial Express etc., watch business channels e.g., CNBC, NDTV Profit, ET Now etc. and get updates from websites of SEBI, NSE etc.

SUGGESTED READINGS:

1. Indian Financial System, Bharti Pathak, Pearson Education
2. Gurusamy, Financial Services and Systems, Thomson.
3. Khan, Financial Services, Prentice Hall of India.
4. Bhole, L M : Financial Institutions and Markets : Structure Growth and Innovations. 2nd edition: New Delhi: Tata McGraw Hill, 1992. 572p.
5. Srivastava, R M : Financial Institutions in Indian Financial Institutions. 3rd revision ed. Mumbai: Himalya Publishing House, 1996, 734p.
6. Howells and K. Bain (2007): Financial Markets and Institutions. Pearson, 5th Ed.
7. F.S. Mishkin and S.G. Eakins (2015): Financial Markets and Institutions. Pearson, 8th Ed.

Note: Only latest available edition books are recommended.

ENTREPRENEURSHIP
PAPER CODE: BBA/FSBN/504

Total credits: 3
External marks: 75
Internal marks: 25

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

1. Understand the dynamics of entrepreneurship to develop proper perspective of current entrepreneurial practices.
2. Gain expansive and deep appreciation of entrepreneurship and its pivotal role in industrial and economic development
3. Approach entrepreneurship with clarity and focus and an understanding of the key success factors as well as possible risk and mitigation strategies.
4. Navigate the opportunities of entrepreneurship more effectively with the several additional insights available.

UNIT I

Entrepreneurial Discovery: Self Discovery and self-evaluation: concept of entrepreneur, traits of entrepreneur; Concept of entrepreneurship, Relationship between entrepreneur and entrepreneurship, entrepreneurship model; Entrepreneurship and Employment: importance and processes for leveraging entrepreneurship for economic development, Problem of Unemployment and opportunities of Entrepreneurial in India.

UNIT II

Entrepreneurial journey: Various stages of setting up and growing an entrepreneurial firm; Meaning, Objectives, Sources of new ideas, Multiple methodologies of developing ideas and prototypes to establish workable propositions; testing, validation and commercialisation; Business Plan: Meaning and, Objectives of Business Plan; Elements of Business Plan.

UNIT III

Importance of disrupting established product, service structures and processes to create new growth niches; technology as key driver of successful start-up; Raising financial resources: options available to access funds, other supportive options from government and other institutions;

UNIT IV

Education and entrepreneurship; India as a Start-up Nation: measures for India to reinforce the entrepreneurial concept; National Entrepreneurial Culture: A framework for startup India and Make in India as mission for sustainable results in entrepreneurial culture; Start-up Case Studies

SUGGESTED READINGS:

1. Desai Vasant: —Management of Small-Scale Industries— Himalaya Publishing House.
2. Taneja Satish and Gupta: —Entrepreneurship Development-New Venture Creation— Galgotia Publishing Company, New Delhi.
3. Jain P.C: Handbook for New Entrepreneurs Entrepreneurship Development Institute of India.
4. Sangle B. R.: Business Environment & Entrepreneurship, Success Publications, Pune.
5. Gupta C.B. & Srinivas: —Entrepreneurial Development— Sultan D, Chand & Sons, New Delhi.
6. Prof Rajeev Roy: —Entrepreneurship— Oxford University Press. Zero to One: Notes on Startups, or How the Build the Future by Peter Thiel

7. Zero to One: Notes on Startups, or How the Build the Future by Peter Thiel
8. The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses by Eric Ries
9. India as Global Start-up Hub: Mission with Passion by C B Rao
10. Elon Musk: Tesla, SpaceX, and the Quest for a Fantastic Future by Ashlee Vance
11. Steve Jobs by Walter Isaacson
12. Innovation and Entrepreneurship: Practice and Principles by Peter F Drucker
13. The Innovator's Solution: Creating and Sustaining Successful Growth by Clayton M Christensen

Note: Only the latest editions of the above books are recommended.

LEGAL ASPECTS OF BUSINESS

PAPER CODE: BBA/FSBN/505

Total credits: 4
External marks: 75
Internal marks: 25

Course Outcomes: After completion of the course, student will be able to:

1. Understand the legal framework regulating business which makes the operations of the organization legally compliant.
2. Develop a basic understanding of the implications of the changes in the provisions of different business laws and assess the likely impact.
3. Equip with legitimate rights and obligations related to various business laws.
4. Identify non-compliant practices and operations, and replace them with a legally compliant system.

UNIT I

The Indian Contract Act, 1872: Law of contract, kinds of contracts, meaning and essentials of a valid contract; offer and acceptance; capacity to contract; consent and free consent; consideration; void agreements; quasi contract; different mode of discharge of contract; remedies for breach of contract.

UNIT II

The Sale of Goods Act, 1930: Nature of sale, conditions and warranties, Transfer of ownership in goods, performance of contract of sale, rights of unpaid seller. The Companies Act, 2013: meaning, characteristics and types of companies; incorporation of a company, memorandum and articles of association; director's powers and duties, prospectus, winding up.

UNIT III

Negotiable Instrument Act: Meaning and essential elements of a negotiable instrument; types of negotiable instrument; negotiation and dishonour of negotiable instruments. Meaning and scope of Information Technology Act; digital signature; electronic governance; regulation of certifying authority; digital signature certificates; duties of subscribers; penalties adjudication and offences.

UNIT IV

RTI Act 2005: Purpose of Right to Information and Obligation of Public Authorities, Exemption from disclosure of information; Overview of Consumer Protection Act, 2019

SUGGESTED READINGS:

1. Kuchhal, M.C. and Kuchhal Vivek. Business Legislation Management, Vikas Publishing House Pvt. Ltd.
2. Pathak. Legal Aspects of Business, McGraw Hill Education.
3. Kapoor, N.D. Elements of Mercantile Law, Sultan Chand & Sons. New Delhi.
4. Gulshan, S.S., Mercantile Law, Excel Books.
5. Maheshwari S.N. & Maheshwari, Business Regulatory Framework, Himalaya Publishing House.

Note: Only latest available edition books are recommended.

INTERNSHIP

PAPER CODE: BBA/FSBN/506

Total credits: 4

Practical marks: 100

The tentative content of the internship report is as follows:

1. Cover Page
2. Acknowledgement
3. Certificate from supervisor
4. Introduction
5. Literature Review
6. Research Methodology (Objective of the Research, Hypothesis, Research Design etc.)
7. Data Analysis
8. Findings
9. Conclusions
10. Recommendations
11. References
12. Appendices – to include questionnaire etc. (if any)

INCOME TAX
PAPER CODE: BBA/FSBN/601

Total credits: 4
External marks: 75
Internal marks: 25

Course Outcomes: After completing the course, the student will be able to:

1. Understand the basic concepts of income tax and determine the residential status of different persons.
2. Compute income under the heads 'salaries' and 'income from house property.
3. Compute income under the head 'profits and gains of business or profession, 'capital gains and income from other source.
4. Understand clubbing provisions, aggregate income after set-off and carry forward of losses, and deductions allowed under the income tax act; and further, to compute taxable income and tax liability of individuals.

UNIT I

Basic concept of Income Tax: Direct and indirect; Direct Tax: Need, features and basis of charges. Income Tax (as per Income Tax Act 1961 and amendments): Basic Concepts; Residential status; Scope of Total Income, Heads of Income; Agriculture Income and its taxability.

UNIT II

Meaning of salary, Basis of charge, conditions of chargeability, Allowances, Perquisites, Deductions and exemptions, Computation of taxable Income from Salary. Income from house property Basis of charge, Determinants of Annual Value, Deductions and exemptions, computation of taxable income House Property.

UNIT III

Income from profits and gains of business and profession. Income from capital gains, income from other sources, set off and carry forward of losses. Clubbing of income, deduction of tax at source.

UNIT IV

Computation of total income and tax-liability of individuals. Filing of returns: Manually and on-line filing of Returns of Income & TDS; Provision & Procedures of Compulsory on-line filing of returns for specified assesses.

SUGGESTED READINGS:

1. Gupta, R. Simplified Approach to Income Tax. New Delhi: Flair Publications Pvt. Ltd. Singhania.
2. V. K., & Singhania, M. Student's Guide to Income Tax including GST- 3 Problems & Solutions. New Delhi: Taxmann Publications Pvt. Ltd.
3. Study material of ICAI Intermediate Paper 4A: Income-tax Law.

Note: Only latest available edition books are recommended.

E-BUSINESS
PAPER CODE: BBA/FSBN/602

Total credits: 4
External marks: 75
Internal marks: 25

Course Outcomes: After completion of the course, the student will be able to:

1. To understand and differentiate various E-Business models.
2. To analyze the role of digital tools like ERP, E-Procurement, and E-SCM in transforming business functions and supply chains.
3. To understand technologies enabling E-Business, including web-based systems, security mechanisms, and electronic payment systems.
4. To evaluate decision support tools and security frameworks in E-Business.
5. To interpret legal frameworks governing E-Business.

UNIT I

E-Business – Introduction, E-Business models: B2B, B2C, C2C, C2B. Making Functional Areas E-Business Enabled: Value chain and supply chain, inter and intra organizational business processes, ERP, E-Procurement, E-marketing, E-Selling, E-Supply Chain Management

UNIT II

Technologies for E-Business: Internet and Web based system, Security and payment systems, Supply chain integration technologies (EDI, RFID, Sensors, IoT, GPS, GIS), Supply chain integration technologies (Web services and cloud)

UNIT III

Decision Support in E-Business: Web analytics, Customer behavior modeling, Auctions, Recommender systems

UNIT IV

Security and legal aspects of E-Business: Threats in e-commerce; Security of clients and service providers; Legal Aspects of E-Business - Internet frauds, Cyber Laws – relevant provisions of IT Act 2000

SUGGESTED READINGS:

1. Agarwala, Kamlesh, N., Lal, Amit and Agarwala, Deeksha. Business on the Net – An Introduction to the What's and How's of E-commerce, Macmillan India Ltd.
2. Bajaj, K.K., Debjani, Nag. E-Commerce. Tata McGraw Hill Company, New Delhi
3. Dietel, Harvey M., Dietel, Paul J., and Steinbuhler Kate. E- Business and E-commerce for Managers Prentice Hall
4. Diwan, Parag and Sharma, Sunil. Electronic commerce- A manager's Guide to E-Business, Vanity Books International, Delhi
5. Elias M. Awad. Electronic Commerce from vision to fulfillment. Third Edition PHI publications.
6. Kenneth C Laudon, Carol G Traver. E-Commerce: Business Technology and Society, Pearson
7. Turban, E., et.al. Electronic commerce: A Managerial perspective Pearson Education Asia.
8. Whiteley, David. E-Commerce: Strategy Technologies and Applications. McGraw Hill, New York.

Note: Only latest available edition books are recommended.

PROJECT MANAGEMENT
PAPER CODE: BBA/FSBN/603

Total credits: 4
External marks: 75
Internal marks: 25

Course Outcome: After completing the course, the student will be able to:

1. Explain the concept and attributes of projects, project management system, process and its principles.
2. Perform technical feasibility, marketing feasibility and commercial viability of a project.
3. Prepare project budget in business and analyse project appraisal through various project appraisal techniques.
4. Examine project risk and performance assessment and evaluate project management techniques.

UNIT I

Concept of project: Basic concepts, classification, characteristics of project, Project life cycle, Project management, Tools and Techniques of project management, project organization. Technical Analysis and Financial Analysis, Time Value of Money.

UNIT II

Project identification: Generation of ideas, SWOT analysis, Preliminary screening, project rating index. Market and Demand Analysis: Collection of data, market survey, market planning, market environment, project risk analysis, demand forecasting techniques. Appraisal Criteria, Project Cash Flows, Special Decisional Situations, Marketing Risk

UNIT III

Technical Analysis: selection of technology, material input and utilities, plant capacity, location and site, machinery and equipment, structures and civil work, environmental aspects, project charts and layouts. Financial Estimation: Project cost, source of finance, cost of production. Social Cost Benefit Analysis; Rationale, UNIDO approach, SCBA by Financial Institution and Public Sector; Project financing in India- Project Appraisal by Financial Institution and SEBI guideline.

UNIT IV

Financial Analysis: Characteristics of financial statement, Working Capital, Project income statement, projected cash flow statement, projected balance sheet, projected profitability. Investment Evaluation: Investment decision rule, techniques of evaluation, payback period, accounting rate of return, profitability index method, Net profitability index, Internal rate of return, discounted payback period.

SUGGESTED READINGS:

1. Project Management, Rajeev M. Gupta, PHI Learning Pvt. Ltd.
2. Project Management, Bhavesh Patel, Vikas Publishing House Pvt. Ltd.
3. Prasanna Chandra, Projects- planning, analysis, implementation and control, Tata Mc Graw Hill, New Delhi.
4. P. Gopala Krishnan and VE Rama Moorthy, Text book of Project Management, MC Millan India Ltd. New Delhi.
5. Bhavesh M Patel, Project Management, Vikas – Publishing House, New Delhi. HR Machiraju, Project Finance.

Note: Only latest available edition books are recommended

COMPREHENSIVE VIVA-VOCE
PAPER CODE: BBA/FSBN/604

Total credits: 4
Practical marks :100

Objective	The objective of comprehensive viva-voce is to assess the overall knowledge of the student in the relevant field of BBA acquired over 3 years of study in the undergraduate programme.
Contents	The viva shall normally cover the subjects taught in all the 06 semesters of BBA Programme.
Learning Outcomes	Viva will be conducted in 6th semester which will be covering the complete syllabus. This will test the student's learning and understanding during the course of their BBA Programme. In doing so, the main objective of this course is to prepare the students to face interview both in the academic and the industrial sector.
Examination	Every student will be required to under go comprehensive viva-Voce at the end of 6th semester of BBA Programme.

PROFESSIONAL ETHICS & VALUES

PAPER CODE: BBA/FSBN/605

Total credits: 4
External marks: 75
Internal marks: 25

Course Outcomes: After completion of the course, the student will be able to:

1. Understand the significance of inputs regarding ethics and values in management provided in the classroom and start applying them in their life and profession.
2. Discern and distinguish between profit maximization and welfare maximization and between ethical and unethical practices in various managerial situations.
3. Develop into ethical and value-based would-be managers and decision-makers.
4. Interpret professional integrity and sincerity as highest values in their life and profession.

Unit-I: Professionalism and Professional Values

Professionalism. Roles of a Professional. Professional Accountability. Professional Success and Growth. Professional Associations. Professional Risks. Image of a Profession. Understanding Professional Values: Integrity, due Diligence, Sincerity, Mutual Respect and Team Work; Meaning, Importance of Professional Values for Quality, Professional Success of Managers, Harmonious Relations within and between Work Groups and Timely Work Completion.

Unit-II: Professional Ethics in Bharat and Current Issues

Professional Ethics and Right Understanding in Management and Decision-making in Ancient India Bharat; Instances of Ethics, Justice & Holistic Values in Bhartiya Gyaan Parampara (Indian Knowledge Systems); Problems with Traditional Western Management Thought-exclusive focus on profit-maximization and cost-minimization models; Perceiving Consumers only as “Market”; Adverse Environmental Effects of Excessive Consumption, Use of Chemicals to maximize Production; Financial greed and scams.

Unit-III: Strategies for Transition towards Value-based Management and Profession.

Pigou’s Economics of Welfare. Normative Economics. Welfare-Maximization as against; Profit-Maximization as the desirable Optimum for a Firm. Vision for Holistic Technologies and Theories. Poverty Eradication along with Profits – C K Prahalad’s theory of the Fortune at the Bottom of the Pyramid (BoP). Emphasizing Themes of Governance, Sustainability, Values and Ethics for Indian Corporations – the Case Study of Jamset ji N Tata and the Tata Group.

Unit-IV: Situation Analyses for Professional Ethics and Values.

Evaluation of Situations and Outcomes of economic and managerial behaviour as ethically good or bad. Discriminating between ethical and unethical, professional and unprofessional practices in various managerial situations. Maintaining Professional Values and Actualizing Ethical and Professional Behaviour in a given situation. Working out a strategy to materialize harmonious work environment and cooperation in teams in a given situation. Case studies.

Suggested Readings and Learning Materials:

1. Bajpai.B.L., Indian Ethos and Modern Management, New Royal Book Co., Lucknow
2. Subramanian, R., Professional Ethics, Oxford University Press
3. Murty, P.S.R, Indian Culture Values and Professional Ethics, BS Publications
4. Naagarazan, R. S., A Textbook on Professional Ethics & Human Values, New Page Publishers

5. Seebauer, Edmond G. and Barry, Robert L., Fundamentals of Ethics, Oxford University Press.
6. Prahalad, C. K., & Hart, S. L. (2002). The fortune at the bottom of the economic pyramid. *Hart. strategy+ business*, (26), 14.
7. Pigou, A. C., The economics of welfare, Palgrave Macmillan.
8. Tata, R., & Matten, D. (2016). Corporate community involvement in the 21st century.
9. Srivastava, A. K., Negi, G., Mishra, V., & Pandey, S. (2012). Corporate social responsibility: A case study of TATA group. *IOSR Journal of Business and Management*, 3(5), 17-27.
10. Sivakumar, N. (2008). The business ethics of Jamsset ji Nusserwan ji Tata—A forerunner in promoting stakeholder welfare. *Journal of Business Ethics*, 83(2), 353-361.

NOTE:

1. The latest editions of the books are recommended.
2. Appropriate Cases and Situations would be discussed as needed for each Unit, especially Units III and IV.
3. Additional books and learning materials may be suggested and added from time to time.

RESEARCH LAB
PAPER CODE: BBA/FSBN/606

Total credits: 2
Practical marks: 75
Internal marks: 25

Course Outcomes: After completion of the course, the student will be able to:

1. Learn data management using software.
2. Perform various statistical tests using software.
3. Analyse quantitative data.
4. Conduct research work with the help of software.

UNIT I

Introduction and functions of statistical software's; data coding, entry and checking; descriptive statistics; tables and graphs.

UNIT II

Using SPSS - reliability testing, parametric tests – types of T-tests, one-way ANOVA; non- parametric tests – chi-square.

UNIT III

Using SPSS - correlation, simple linear regression; multiple regression analysis, stepwise regression.

UNIT IV

Using SPSS - factor analysis, cluster analysis.

SUGGESTED READINGS:

1. Field, Andy. Discovering Statistics Using IBM SPSS Statistics, Sage Publisher, Delhi.
2. Morgan, G. A., Leech, N. L., Gloeckner, G.W. and Barrett, K. C. SPSS for Introductory SPSS – Use and Interpretation, Lawrence Erlbaum Associates, London.
3. Hair, J.F., Black, W.C., Babin, B. J. and Anderson, R. E. Multivariate Data Analysis, Pearson, Delhi.
4. Chauhan, Ajay. Research Analytics: A practical Approach to Data Analysis, Dreamtech Press, Delhi.

