

Guru Ghasidas Vishwavidyalaya (A Central University of Bilaspur), Koni (C.G.)
 04 Years UG Program with Multiple Entry- Exit Options
 (Under National Education Policy 2020)
 (As per the Curriculum and Credit framework for undergraduate program by UGC, New Delhi)

(Ordinance Prepared as per the provisions given in statute 28 (1) (b) of the Central Universities Act, 2009)

**The following is the course structure and examination scheme for
 4 - Year BBA Program**

	CBCS Course Structure					Semester I			
	For Session 2024- 25								
Course Code	Course Opted	Name of Course	Numb er of Cours es	Cred it	Leve l	L- T- P (Hour s)	End- Semes ter Exam Marks	Intern al Test	Tot al
MSUAT01	Major	Principles of Managem ent	1	4	2	3- 1- 0	70	30	100
	Minor		1	4	2	3- 1- 0	70	30	100
	Multidiscipli nary		1	3	1	2- 1- 0	70	30	100
	Ability Enhancemen t Course		1	2	1	1- 1- 0	70	30	100
	Skill Enhancemen t Course		1	3	1	2- 1- 0	70	30	100
	Value Added Course		2	2+2	1	2- 2- 0	70	30	100
				20			420	180	600

FIRST YEAR

	CBCS Course Structure					Semester II			
	For Session 2024- 25								
Course Code	Course Opted	Name of Course	Number of Courses	Credit	Level	L- T- P (Hours)	End-Semester Exam Marks	Internal Test	Total
MSUBT01	Major	Business Statistics	1	4	2	3- 1- 0	70	30	100
	Minor		1	4	2	3- 1- 0	70	30	100
	Multidisciplinary		1	3	1	2- 1- 0	70	30	100

	Ability Enhancement Course		1	2	1	1- 1- 0	70	30	100
	Skill Enhancement Course		1	3	1	2- 1- 0	70	30	100
	Value Added Course		2	2+2	1	2- 2- 0	70	30	100
				20			420	180	600

SECOND YEAR

	CBCS Course Structure					Semester III			
	For Session 2024- 25								
Course Code	Course Opted	Name of Course	Numb er of Cours es	Cred it	Leve l	L- T- P (Hour s)	End- Semes ter Exam Marks	Intern al Test	Tot al
MSUCTO1	Major	Marketing Managem ent	1	4	3	3- 1- 0	70	30	100
MSUCTO2	Major	Financial Accountin g	1	4	3	3- 1- 0	70	30	100
	Minor		1	4	3	3- 1- 0	70	30	100
	Multidiscipli nary		1	3	1	2- 1- 0	70	30	100
	Ability Enhancemen t Course		1	2	1	1- 1- 0	70	30	100
	Skill Enhancemen t Course		1	3	1	2- 1- 0	70	30	100
				20			420	180	600

	CBCS Course Structure					Semester IV			
	For Session 2024- 25								
Course Code	Course Opted	Name of Course	Numb er of Cours es	Cred it	Leve l	L- T- P (Hour s)	End- Semes ter Exam Marks	Intern al Test	Tot al
MSUDT 01	Major	Financial Manageme nt - 1	1	5	3	3- 1- 0	70	30	100
MSUDT 02	Major	Human Resource Manageme	1	5	3	3- 1- 0	70	30	100

[illegible]

THIRD YEAR

[illegible]

	CBCS Course Structure	Semester VI
	For Session 2024- 25	

Course Code	Course Opted	Name of Course	Number of Courses	Credit	Level	L- T- P (Hours)	End-Semester Exam Marks	Internal Test	Total
MSUFT 01	Major	Consumer Behaviour	1	5	4	3- 1- 0	70	30	100
MSUFT 02	Major	Financial Management - 2	1	5	4	3- 1- 0	70	30	100
MSUFT 03	Major	Human Resource Development	1	5	4	3- 1- 0	70	30	100
	Minor		1	4	4	3- 1- 0	70	30	100
				19			280	120	400

FOURTH YEAR
Course Structure for UG (Honours with Research)

	CBCS Course Structure					Semester VII			
	For Session 2024- 25								
Course Code	Cour se Opted	Name of Course	Numb er of Cours es	Cred it	Leve l	L- T- P (Hour s)	End- Semes ter Exam Marks	Intern al Test	Tot al
MSUGT 01	Majo r	Sales Manage ment	1	5	5	3- 1- 0	70	30	100
MSUGT 02	Majo r	Security Analysis and Portfolio Manage ment	1	5	5	3- 1- 0	70	30	100
MSUGT 03	Majo r	Training and Developm ent	1	5	5	3- 1- 0	70	30	100
	Mino r		1	4	5	3- 1- 0	70	30	100
				19			280	120	400

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	CBCS Course Structure					Semester VIII			
	For Session 2024- 25								
Course Code	Course Opted	Name of Course	Number of Courses	Credit	Level	L- T- P (Hours)	End-Semester Exam Marks	Internal Test	Total
MSUHT 01	Major	Business Policy	1	5	5	3- 1- 0	70	30	100
	Minor		1	4	5	3- 1- 0	70	30	100
MSUHP /D01 (Research project : P Dissertation: D)		Research Project / Dissertation		12			Project Report Evaluation & Viva - Voce		300
				21			140	60	500

Course Structure for UG (Honours)

		CBCS Course Structure				Semester VII			
		For Session 2024- 25							
Course Code	Cour se Opte d	Name of Course	Numb er of Cours es	Cred it	Leve l	L- T- P (Hour s)	End- Semes ter Exam Marks	Intern al Test	Tot al
MSUGH 01	Majo r	Sales Manage ment	1	5	5	3- 1- 0	70	30	100
MSUGH 02	Majo r	Security Analysis and Portfolio Manage ment	1	5	5	3- 1- 0	70	30	100

MSUGH 03	Major	Training and Development	1	5	5	3- 1- 0	70	30	100
	Minor		1	4	5	3- 1- 0	70	30	100
MSUGS 01		Seminar Presentat ion		1					50
				20			280	120	450

	CBCS Course Structure					Semester VIII			
	For Session 2024- 25								
Course Code	Cour se Opted	Name of Course	Numb er of Cours es	Cred it	Leve l	L- T- P (Hour s)	End- Semes ter Exam Marks	Intern al Test	Tot al
MSUHH 01	Major	Business Policy	1	5	5	3- 1- 0	70	30	100
MSUHH 02	Major	Production and Operations Management	1	5	5	3- 1- 0	70	30	100
	Minor		1	4	5	3- 1- 0	70	30	100
	Minor		1	4	5	3- 1- 0	70	30	100
MSUHS 01		Seminar Presentation	-	2	-				100
				21			280	120	500

Note:

1. Internal test of 30 marks will comprise of internal test consisting of 15 marks and a formative assessment of 15 marks consisting of assignments, presentations, and experiential learning.
2. A student has to select minor, multidisciplinary, AEC, and Skill enhancement courses from the pool of courses offered by the university and courses offered under MOOCs in SWAYAM Portal.
3. Entry/Exit options and award of certificate, diploma and degree and summer internship/ apprenticeship, research project/ dissertation and any other issue will be governed by the provisions of the ordinance related to 4- year BBA programme.

BBA 1st YEAR

SEMESTER - I

BBA SEM I PRINCIPLES OF MANAGEMENT
COURSE CODE: MSUAT01
CREDITS: 4 LECTURE SCHEME: (L- 3; T- 1; P- 0)

Course Objectives:

Principles of management have mainly objective of Coordination and proper administration

of businesses. Management is an essential function of Businesses. It allows for ensuring that the work done by the individual elements of the firm are combined for the furtherance of the collective objective of the firm. Most management principles aim at ensuring smooth functioning in Business Organisation.

Syllabus Content:

UNIT I	Concept, Nature, Scope and Importance of Management, Principles of management, Taylor's Scientific Management, Fayol's Principles of Management; Human- Relations Movement.
UNIT II	Planning: Concepts, Objectives, Nature, Benefits, Limitations, Measure to overcome limitation of Planning and Steps involved in the planning process.
UNIT III	Organizing: Principles; Centralization; Decentralization, Span of Control; Departmentation; Authority; Responsibility, Accountability and Forms of Organisation Structure.
UNIT IV	Definition, Elements, and Principles of Direction, and Definition, Characteristics of Leadership and its styles.
UNIT V	Controlling: Nature, Scope, Functions, Steps and Process; Controlling Techniques.

Text/ Reference Books:

- 1.Harold Koontz and Cyril O'Donnell (2000), Essentials of Management, Tata McGraw Hill.
- 2.L M Prasad (2020), Principles and Practice of Management, Sultan Chand & Sons, New Delhi.
- 3.Robbins S.P. (2010), Coulter Mary and Niharika Vohra, Management by Pearson Education (10th edition).
- 4.Robbins, S. P., & Anderson (2016), I. Fundamentals of management (8th Canadian ed.). Pearson Education, Canada.
- 5.William H. Newman and E. Kirby Warren (2008), The Process of Management: Concepts, Behaviour and Practice, Prentice Hall.
- 6.John R. Schermerhorn, JR., Management, Wiley India, 10th edition, 2006
- 7.Stephen P. Robbins, Organization Theory, Structure, Design and Application, PHI, New Delhi, 2005.
- 8.Stoner and Freeman, Management, Prentice Hall, N. Delhi.
- 9.Koontz, O' Donnell Wechrich, Principles of Management, McGraw Hill, New York.
- 10.Peter F. Drucker, The Practice of Management, Allied Publishers.
- 11.Chuck Williams, Chinmay Kulshrestha,"MGMT- A South Asian Prospective,4LTR series" Cengage Learning, India Edition

Course Outcome:

1. Explain various concepts of management.
2. Understand various concepts, laws and theories related to management skills.
3. Apply knowledge of management in given organization.
4. Test validity of theoretical knowledge of management by empirical analysis.

BBA 1st YEAR

SEMESTER - II

BBA SEM II BUSINESS STATISTICS
COURSE CODE: MSUBT01
CREDITS: 4 LECTURE SCHEME: (L- 3; T- 1; P- 0)

Course Objectives:

To familiarize the students with the basic statistical tools and their application in business decision- making. To develop the quantitative skills of the students so as to make them skilled at understanding data, comparing two or more data sets and predicting business data etc. To make the learner familiar with the processes needed to develop, report, and analyze business data.

Syllabus Content:

UNIT I	Introduction – Meaning and Definition of Statistics – Collection and Tabulation of Statistical Data – Presentation of Statistical Data – Graphs and Diagrams- Frequency of Distribution, Primary and Secondary Data.
UNIT II	Measures of central tendency – Mean, Median, Mode merits and demerits, Harmonic Mean and Geometric Mean
UNIT III	Sampling: Method of Sampling, Sampling and Non- Sampling Errors, Test of Hypothesis, Type- I and Type- II Errors, Large Sample Tests.
UNIT IV	Correlation & Regression Analysis- Correlation Analysis, Karl Pearson's Coefficient of Correlation, Spearman's Rank Correlation, Regression, Lines of Regression, Index Number.
UNIT V	Time Series: Components – Trends – Seasonal – cyclical – irregular variables – Measurement of trend – Method of semi averages and method of moving averages principle of least squares – Measurement of seasonal fluctuations – simple averages – Ratio to trend method – Ratio to moving average method – simple problems.

Text/ Reference Books:

- 1.S.P. Gupta, "Statistical Methods", New Delhi, Sultan Chand and Sons
- 2.S.C. Gupta, Business Statistics, Himalaya Pub House
- 3.Kellar, Statistics for Management, Cengage Learning
- 4.Agrawal D.R, Business Statistic, Vrinda Publication
- 5.Dr. P Hazarika, Business Statistics, S. Chand & Co.
- 6.T.N.Srivastava, Statistics for Management, TMH

Course Outcome:

1. Demonstrate appropriate use of graphical displays and numerical summaries for different types of data.
2. Students will be able to summarize and analyze statistical data and various quantitative tools and techniques to solve practical business related problems. Students will be able to effectively apply the statistical tools for business

applications.

3. Understanding the science of gathering, analysing and using data to assist in business decision making.
4. Geometrically Interpret Correlation and Regression. Ability to interpret statistical analysis tools commonly used in business decision making.

BBA 2nd YEAR

SEMESTER – III

BBA SEM III MARKETING MANAGEMENT
COURSE CODE: MSUCT01
CREDITS: 4 LECTURE SCHEME: (L- 3; T- 1; P- 0)

Course Objectives:

To give insight about marketing management. To outline key marketing concepts and its application to different markets. To analyse and examine the implementation of marketing concepts and strategy to firms. Attainment of organisational marketing goals.

Syllabus Content:

UNIT I	Introduction to Marketing: Meaning, nature and scope of marketing; Marketing philosophies. Marketing management process; Concept of marketing mix.
UNIT II	Market Analysis Research: Understanding marketing environment; Consumer and Industrial buyer behavior; Market measurement; Market segmentation, selection and positioning.
UNIT III	Product Planning and Pricing: Product concept; Types of products; Product life cycle, New product development process; Pricing decisions; Determinants of price; Types of Pricing.
UNIT IV	Promotion and Distribution decisions: Introduction to Advertising, personal selling, publicity and sales promotion; Distribution channel decisions: Logistics decisions: Introduction to Inventory management, warehousing.
UNIT V	Emerging trends and issues in marketing: Consumerism, Social marketing; Direct and online marketing; Green Marketing, Service Marketing.

Text/Reference Books:

1. Kotler, P. & Keller, K. L. (2017). Marketing Management. Pearson.
2. Kotler, Philip, & Gary Armstrong. (2017). Principles of Marketing. Pearson.
3. McCarthy, E. J., Cannon, J. & Perreault, W. (2014). Basic Marketing. McGraw- Hills Education.
4. Etzel, M. J., Walker, B. J., Staton, W. J., & Pandit, A. (2010). Marketing Concepts and Cases. Tata McGraw Hill.
5. Saxena, R. (2009). Marketing Management. McGraw Hill Education.
6. Ramaswamy, V.K. & Namakumari; "Marketing Management: Indian Context", McMillan, 1995, 2nd Ed.
7. Rajan Saxena; "Marketing Management", Tata McGraw Hill, 3rd Ed., 2006.
8. S.N. Sontaki; "Marketing Management," Kalyani Publication.
9. Berman, "Marketing in 21st Century, 8th Edition, Wiley Publication
10. Dan Lacobucci, Dr.Avinash Kapoor; "MM- 4LTR series" Cengage Learning, India Edition

Course Outcome:

1. Students will be able to identify the scope and significance of marketing in domain industry
2. Students will be able to examine marketing concepts and phenomenon to current business events in the industry
3. Students will be able to coordinate the various marketing environment variables and interpret them for designing marketing strategy for business firms.
4. The students can analyse and evaluate the emerging trends of marketing and its other tools.

BBA SEM III FINANCIAL ACCOUNTING

COURSE CODE: MSUCT02

CREDITS: 4 LECTURESCHEME: (L- 3;T- 1;P- 0)

Course Objectives:

1. To understand the various terms used in accounting system.
2. To give an insight into the basics of Accounting Concepts and Principles to Prepare to students to have the foot hold in Accounts.
3. Preparing accounting information for planning and control and for the evaluation of finance.
4. Prepare ledger accounts using double entry bookkeeping and record journal entries accordingly.
5. Interpreting the business implications of financial statement information.

Syllabus Content:

UNIT I	Introduction: Financial Definition and Scope, objectives of Financial Accounting, Accounting v/s Book Keeping Terms used in accounting, users of accounting information and limitations of Financial Accounting.
UNIT II	Conceptual Framework: Accounting Principle: Accounting Concepts and Conventions, Accounting Standards- concept, objectives, benefits, brief review of Accounting Standards in India,
UNIT III	Recording of transactions: Voucher system; Accounting Process, Journals, Subsidiary Books, Ledger, Cash Book, Bank Reconciliation Statement, Trial Balance. Depreciation: Meaning, need & importance of depreciation, methods of charging depreciation.(WDV & SLM)
UNIT IV	Preparation of final accounts: Preparation of Trading and Profit & Loss Account and Balance Sheet with adjustment of sole proprietary business.
UNIT V	Introduction to Company Accounts: Important provisions of Companies Act, 2013 in respect of preparation of Final Accounts. Understanding of final accounts of a Company.

Text/ Reference Books:

1. Fundamentals of Accounting & Financial Analysis: By Anil Chowdhry (Pearson Education)
2. Financial accounting: By Jane Reimers (Pearson Education)
3. Accounting Made Easy By Rajesh Agarwal & R Srinivasan (Tata McGraw –Hill)
4. Financial Accounting for Management: By Amrish Gupta (Pearson Education)
5. Financial Accounting for Management: By Dr. S. N. Maheshwari (Vikas Publishing House)

Course Outcome:

1. Student should be able to understand the nature and scope of financial accounting
2. Students should have a thorough understanding of the principles of accounting and book keeping
3. Students should be able to apply accounting principles in preparation of book of financial statements.
4. Have basic understanding of Companies Account in India.

BBA 2nd YEAR

SEMESTER - IV

BBA SEM IV FINANCIAL MANAGEMENT – 1
COURSE CODE: MSUDT01
CREDITS: 4 LECTURE SCHEME: (L- 3; T- 1; P- 0)

Course Objectives:

This course familiarizes students with the concepts of financial Management, techniques, tools and decision making in finance. The course intends to provide a working knowledge of the tools and analytical techniques used in the practice of corporate finance. It aims to provide basic understanding of cost of capital, leverage analysis and Capital Structure decisionsof an organization

Syllabus Content:

UNIT I	Financial Management: Meaning, nature and scope, goals of financial management - profit vs. wealth maximization; Role of financial manger in modern business organization.
UNIT II	Concept of Time Value of Money, process of, future value and present value of cash flow, present value of an annuity. Capital Budgeting: nature of investment decision, nature of investment criteria.
UNIT III	Cost of Capital: Meaning and significance of cost of capital, calculation of different sources of cost of capital.
UNIT IV	Basic concepts of Financial Leverage, its nature and significance.
UNIT V	Capital Structure Decision: meaning and nature, financial structure and capital structure, features of an optimum capital structure.

Text/ Reference Books:

1. Prasanna Chandra (2011). Financial Management 6/e. Mumbai. Tata McGraw Hill.
2. I M Pandey, Financial Management, Vikas Publication.
3. M.Y. Khan & P.K. Jain (2010). Financial Management 4/e, Mumbai. Tata McGraw Hill
4. Brearly and Myers (2004). Principle of Corporate Finance- 7/e. Mumbai Tata Mc Graw Hill –
5. Sudhindra Bhat (2011). Advanced Financial Management New Delhi Excel Books.
6. Vanhorne (2010). Financial Management & Policy. New Delhi. Pearson

Course Outcome:

1. Comprehend the nature and scope of financial management.
2. Ability to understand the concept of time value of money and the concepts of investment decisions.
3. To apply various capital budgeting techniques in decision making.
4. Understand the concept of leverage and the concept of capital structure.

BBA SEM IV HUMAN RESOURCE MANAGEMENT
COURSE CODE: MSUDT02
CREDITS: 5 LECTURE SCHEME: (L- 4; T- 1; P- 0)

Course Objectives:

To develop understanding of how to effectively manage people and basics of human resource management. To make the students aware regarding different managerial and operative functions of HRM. To make learner conversant with recruitment, selection and employee training. To make students familiar with concept of performance appraisal, Job Evaluation and Wages/Salary Administration.

Syllabus Content:

UNIT I	Meaning, Definition, Objectives, Scope and Functions of Human Resource Management, Evolution and Development of Human Resource Management.
UNIT II	Definition, Objectives, Importance of Human Resource Planning, Job Analysis: Methods, Job description, Job specification and Job Evaluation.
UNIT III	Meaning, Definition, Factors affecting Recruitment and Sources of Recruitment, Meaning and Definition of Selection and Selection Procedure.
UNIT IV	Concept, Meaning, Definition, Need, Importance and Methods of Training, Meaning, Definition, Purpose and process of Performance Appraisal.
UNIT V	Objectives, Principles, Components of Wages and Salary Administration, Wage/Salary Structure, Methods of Wage Payment, Theory of Wages.

Text/Reference Books:

1. David A. DeCenzo & Stephen P. Robbins (1999): Fundamentals of Human Resource Management, Wiley.
2. K. Aswathappa (2017), Human Resource Management, Text & Cases, McGraw Hill, New Delhi.
3. L. M Prasad (2007), Human Resource Management, Sultan Chand Publishing House, New Delhi.
4. Uday Kumar Haldhar and Juthika Sarkar (2012), Human Resource Management, Oxford, New Delhi.
5. V. S. P Rao (2010), Human Resource Management, Excel Publishing House, New Delhi.
6. Dessler Gary; Human Resource Management, Pearson Education, 13th Edition, 2008
7. Gomez- Mejia, L.R. Balkin, D.B., & Cardy, R. L. Managing Human Resource

Course Outcome:

1. The students can understand how to manage people effectively at workplace.
2. The students will be able to learn concepts of human resources management and human resources planning.
3. The students will be able to explain how human resource managers align the recruitment and selection process and employee training process.
4. The students can assess and evaluate the concepts of Wages and Salary Administration and Performance Appraisal of Employee.

BBA SEM IV BUSINESS ETHICS & CSR
COURSE CODE: MSUDT03
CREDITS: 4 LECTURE SCHEME: (L- 3; T- 1; P- 0)

Course Objectives:

The course aims to prepare the students to be able to evaluate the importance of corporate social responsibility (CSR) in modern business, analyze the role of stakeholders in business ethics, recognize the impact of ethical leadership on organizational success and navigate ethical dilemmas in the workplace effectively.

Syllabus Content:

UNIT I	Business Ethics, Meaning, Scope, Nature and value of management, need for ethical decisions by managers, value of management ethics.
UNIT II	Management integrity, types of integrity and developmental integrity, Ethical planning.
UNIT III	Ethics in management, Ethical theories, Enterprise mission, Institutionalizing ethics, Code of ethics and its implementation.
UNIT IV	Social Responsibilities of Business, concept, rationale, dimensions and tools of social responsibilities, social responsibility and social responsiveness.
UNIT V	Social responsibilities of Indian Business firms, towards shareholders, consumers, Government, Community etc.

Text/Reference Books:

1. Business Ethics and Corporate Governance, CSV Murthy, HHP.
2. Business Ethics, CSV Murthy, HPH.

Course Outcome:

1. Understand the fundamental concepts of business ethics and social responsibility.
2. Make ethical decisions in various business scenarios.
3. Evaluate the importance of corporate social responsibility (CSR) in modern business.
4. Explain the rights and duties of employees to the organization and the issues around this stakeholder group.

BBA 3rd YEAR

SEMESTER - V

BBA SEM V RETAIL MANAGEMENT
COURSE CODE: MSUET01
CREDITS: 5 LECTURE SCHEME: (L- 3; T- 1; P- 0)

Course Objectives:

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

Syllabus Content:

UNIT I	Introduction to Retailing: Definition, Characteristics, emerging trends in retailing, Evolution of retailing in India, Factors behind the change of Indian retail industry. Retail Formats: Retail institutions by ownership, Retail institutions by Store- Based Strategy Mix, Web, Non- store based, and other forms of Non- traditional Retailing.
UNIT II	Choosing a Store Location: Trading- Area analysis, characteristics of trading areas, Site selection, Types of locations, location and site evaluation. Store Planning: Design & Layout, Retail Image Mix, effective retail space management, floor space management.

UNIT III	Retail Marketing: Retail Marketing Mix, Advertising & Sales Promotion, Store Positioning, CRM. Retail Merchandising: Buying Organization Formats and Processes, Devising Merchandise Plans, Shrinkage in retail merchandise management, Markup & Markdown in merchandise management.
UNIT IV	Merchandise Pricing: Concept of Merchandise Pricing, Pricing Objectives, External factors affecting a retail price strategy, Pricing Strategies, Types of Pricing.
UNIT V	Retail Operation: Elements/Components of Retail Store Operation, Store Administration, Store Manager –Responsibilities, Inventory Management, Customer Service, Management of Retail Outlet/Store, Store Maintenance, Store Security.

Text/ Reference Books:

1. Berman & Evarv: Retail Management, Prentice Hall
2. Gibson G Vedamani: Retail Management: Functional principles & practices, Jaico Publishing House
3. Cullen & Newman: Retailing – Environment & Operations, Cengage Learning EMEA
4. Bajaj, Tuli & Srivastava: Retail Management- Oxford University Publications
5. Harjit Singh: Retail Management, S. Chand Publication.

Course Outcome:

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

BBA SEM V ORGANIZATION BEHAVIOUR
 COURSE CODE: MSUET02
 CREDITS: 5 LECTURE SCHEME: (L- 3; T- 1; P- 0)

Course objective

The course is aimed at making the students learn, understand and use the concepts and

practices of Organisational Behaviour.

Syllabus Content:

UNIT I	Meaning, Definition and Nature of OB, Attitude and Values, Perception, Learning and Personality.
UNIT II	Meaning, Definition and Nature of Leadership, Styles of Leadership, Theories of Leadership, Meaning, Definition and Nature of Motivation, Types of Motivation and Theories of Motivation.
UNIT III	Meaning and Definition of group, Group Formation, Types of Group, Group Cohesiveness, Group Decision Making and Difference between a Group and a Team.
UNIT IV	Meaning and Significance of Organisational Culture, Types of Organisational Culture, Qualities of a Supportive Organisational Culture, Meaning and Definition of Organisational Change, Resistance to Change and Strategies to Overcome Change.
UNIT V	Meaning and Definition of Organisational Conflicts, Sources of Conflicts, Strategies to Conflict Resolution, Meaning and Definition of Stress Management, Sources of Stress, Effects of Stress and Stress Management Strategies.

Text/Reference Books

1. Fred Luthans: Organizational behaviour, McGraw Hill.
2. Danial C. Feldman and Hugh Arnold: Managing Individual and Group Behaviour in Organization, McGraw Hill.
3. Henry Mintzberg: The Structure of Organization, Prentice Hall.
4. Edwin Gerlof: Organization Theory and Design, McGraw Hill.
5. Robins S.P: Organizational Behaviour, Pearson Education India.
6. Aswathappa: Organizational Behaviour, Himalaya Publication House.

Course Outcomes

1. Understand and explain the meaning and nature of organisational behaviour;
2. Describe and apply various theories related to leadership and motivation;
Manage the group and team effectively;
3. Understand and explain the meaning and nature of organisational culture and organisational change and create a supportive culture and implement successful organisational change;
4. Discuss the nature of organisational conflicts and stress and take measures to resolve the conflicts and manage the stress effectively.

BBA SEM V ENTREPRENEURSHIP DEVELOPMENT
COURSE CODE: MSUET03
CREDITS: 5 LECTURE SCHEME: (L- 3; T- 1; P- 0)

Course objective:

Understand Core Concepts: Grasp the definition, characteristics, historical evolution, and economic importance of entrepreneurship. Identify and Plan Opportunities: Develop skills for generating business ideas, creating value propositions, and crafting comprehensive business plans. Conduct Market Research: Learn to perform market research, analyze market gaps, identify target markets, and understand customer segmentation. Manage Finances and Risks: Master budgeting, financial projections, funding strategies, and risk management while building resilience and adaptability. Navigate Legal and Ethical Issues: Understand various business legal structures, address ethical challenges, and seek support from government institutions.

Syllabus Content:

UNIT I	Understanding the definition and characteristics of entrepreneurship, its significance in economic development, and a historical overview of its evolution. Exploring creativity and innovation, and distinguishing between entrepreneurs and employees.
UNIT II	Techniques for generating business ideas, such as identifying trends and emerging markets and brainstorming. Developing a value proposition and unique selling proposition (USP). Components of a comprehensive business plan, including marketing and sales strategies, operations and management plans, revenue streams, cost structures, and pricing strategies. Assessing the feasibility and potential of business ideas. Utilizing business proposal templates, crafting mission and vision statements, creating effective elevator pitches, and presenting business ideas to investors and stakeholders. Enhancing persuasive communication skills.
UNIT III	The importance of market research, including primary and secondary research methods such as conducting surveys, interviews, and focus groups. Performing market analysis, identifying market gaps and unmet needs, and defining the target market. Exploring customer segmentation, assessing competition and competitive advantages, and understanding customer relationships and distribution methods.
UNIT IV	Developing budgeting and financial projections, exploring various sources of startup funding (bootstrapping, angel investors, venture capital), and managing cash flow and financial sustainability. Understanding and managing risk, learning from failure, navigating uncertainty, and adapting to changes. Building resilience and perseverance.
UNIT V	Choosing the appropriate legal structure (sole proprietorship, partnership, corporation, etc.) and addressing ethical challenges in entrepreneurship. Guidance on obtaining support from state and central government institutions.

Text/Reference Books:

1. Fred Luthans: Organizational behaviour, McGraw Hill.

2. Danial C. Feldman and Hugh Arnold: Managing Individual and Group Behaviour in Organization, McGraw Hill.
3. Henry Mintzberg: The Structure of Organization, Prentice Hall.
4. Edwin Gerlof: Organization Theory and Design, McGraw Hill.
5. Robins S.P: Organizational Behaviour, Pearson Education India.
6. Aswathappa: Organizational Behaviour, Himalaya Publication House.

Course Outcomes:

1. Understand and explain the meaning and nature of organisational behaviour;
2. Describe and apply various theories related to leadership and motivation;
Manage the group and team effectively;
3. Understand and explain the meaning and nature of organisational culture and organisational change and create a supportive culture and implement successful organisational change;
4. Discuss the nature of organisational conflicts and stress and take measures to resolve the conflicts and manage the stress effectively.

BBA 3rd YEAR

SEMESTER – VI

BBA SEM VI CONSUMER BEHAVIOUR
COURSE CODE: MSUFT01
CREDITS: 4 LECTURESCHEME: (L- 3; T- 1; P- 0)

Course Objectives:

To investigate how personal, socio cultural, and environmental factors influence consumer decision- making. To enable students to build and evaluate marketing strategies based on consumer buying behavior elements.

Syllabus Content:

UNIT I	Introduction to Consumer Behaviour Definition, Nature, Scope, Consumer Behaviour's Applications in Marketing, Consumer research process – Defining Research Objectives, Collecting & Evaluating Secondary Data, Primary Research Design, Collecting Primary Data, Analyzing Data & Report Preparation.
UNIT II	Factors affecting Consumer Behaviour Factors influencing Consumer Behaviour– External Influences – Culture, Sub Culture, Social Class, Reference Groups, Family, Internal Influences– Needs & Motivations, Perception, Personality, Lifestyle, Values, Learning, Memory, Beliefs & Attitudes.

UNIT III	Consumer Decision Making Process Types of consumer decisions, Consumer Decision Making Process - Problem Recognition - Information Search - Alternative Evaluation –Purchase Selection – Post purchase Evaluation, Buying pattern in the new digital era.
UNIT IV	Consumer Motivation & Personality Consumer Motivation– Needs, Goals, Motive arousal, Maslow's Hierarchy of Needs, Freud's Theory of Motivation , Consumer Personality – Self- concept theory, Psychoanalytic Theory, Neo- Freudian Theory, Trait Theory.
UNIT V	Marketing Communications, Decision Making Models, Consumer Rights Marketing Communication Process, Types of Communication systems – Interpersonal, Impersonal, Persuasive Communication, Consumer Decision Making Models – Black Box Model - Economic model - Howard & Sheth model, Consumer Protection Act , Rights of consumers.

Text/ Reference Books:

1. Hawkins, Best and Coney, Consumer Behaviour, Tata McGraw Hill, New Delhi
2. John A Howard, Consumer Behaviour in Marketing Strategy, Prentice Hall New Delhi
3. Schiffman L G and Kanuk L L Consumer Behaviour, Prentice Hall New Delhi
4. Ramanuj Majumdar, Consumer Behaviour Insights from Indian Market, PHI Learning

Course Outcome:

1. Able to explain the basic concepts and models of consumer behavior.
2. Able to analyze the effects of psychological, socio- cultural and demographic factors on the consumer decision process with their results.
3. Able to define the importance of consumer behavior for businesses and the group effects on consumer behavior.
4. Able to explain the consumer purchasing decision process.

BBA SEM VI FINANCIAL MANAGEMENT – 2
COURSE CODE: MSUFT02
CREDITS: 4 LECTURE SCHEME: (L- 3; T- 1; P- 0)

Course Objectives:

This course familiarizes students with the financial concepts, techniques, tools and decision making in business enterprises. The course provides a working knowledge of the tools and analytical conventions used in the practice of corporate finance. It focuses on Capital Structure decisions, Budgeting and Corporate Financial Modeling.

Syllabus Content:

UNIT I	Capital rationing, risk analysis in capital budgeting. Comparison between IRR and NPV.
UNIT II	Capital structure theories – Net Income Approach. Net operating income approach
UNIT III	Dividend Decision – Types of Dividends and dividend theories. Factors affecting dividend decision; Dividend theories: Walter's Model, Gordon's Model and MM Hypothesis.
UNIT IV	Working Capital Concepts, Operating Cycle, Estimation of working capital need of an organization.;
UNIT V	Management of cash: Motives for holding cash, cash budget, managing Basic concepts of - Inventory, receivable, payable, and cash management techniques.

Text/ Reference Books:

1. Prasanna Chandra (2011). Financial Management 6/e. Mumbai. Tata McGraw Hill.
2. M.Y. Khan & P.K. Jain (2010). Financial Management 4/e, Mumbai. Tata McGraw Hill
3. Brearly and Myers (2004). Principle of Corporate Finance- 7/e. Mumbai Tata McGraw Hill –
4. Sudhindra Bhat (2011). Advanced Financial Management New Delhi.Excel Books.
5. Vanhorne (2010). Financial Management & Policy. New Delhi. Pearson

Course Outcome:

1. Understand the concept of Capital Rationing
2. Ability to utilize the theories of capital structure.
3. To understand and apply the dividend theories.
4. Comprehend the concept of working capital and cash management techniques.

BBA SEM VI HUMAN RESOURCE DEVELOPMENT
COURSE CODE: MSUFT03
CREDITS: 5 LECTURE SCHEME: (L- 4; T- 1; P- 0)

Course Objectives:

The objective of the course is to make student aware of the concepts, techniques and practices of human resource development. This course is intended to make students capable of applying the principles and techniques as professionals for developing human resources in an organization.

Syllabus Content:

UNIT I	Introduction to Human Resource Development: Concept; Relationship between human resource management and human resource development; HRD mechanisms, processes and outcomes; HRD matrix; HRD interventions; Roles and competencies of HRD professionals; Challenges in HRD.
UNIT II	HRD Process: Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating effectiveness of HRD Programs; HRD audit; HRD culture and climate.
UNIT III	HRD Activities: Employee development activities- Approaches to employee development, leadership development, action learning, assessment and development centres; Intellectual capital and HRD; HRD mechanisms for workers; Role of trade unions; Industrial relations and HRD; Influence of motivation on development activities.
UNIT IV	HRD Applications and Trends: Coaching and mentoring; Career management and development; Employee counselling; Competency mapping; PCMM, Balanced Score Card, Appreciative inquiry; Integrating HRD with technology, Employer branding and other emerging trends.
UNIT V	HRD in Organisations: Selected cases covering HRD practices in government organisations, manufacturing and service industries and MNCs; International experiences of human resource development.

Text/ Reference Books:

1. Werner J. M., DeSimone, R.L., Human resource development, South Western.
2. Nadler, L., Corporate human resources development, Van Nostrand Reinhold.
3. Mankin, D., Human resource development, Oxford University Press India.
4. Haldar, U. K., Human resource development, Oxford University Press India.
5. Rao, T.V., Future of HRD, Macmillan Publishers India.
6. Rao, T.V., HRD Score Card 2500: Based on HRD audit, Response Books, SAGE Publications
7. Curtis, B., Hefley, W. E., Miller, S. A., The people capability maturity model: Guidelines for improving workforce, Pearson Education. Department of Commerce, University of Delhi 22
8. Kaplan, R.S., and Norton, D.P. 1992, The Balanced Scorecard: Measures that drive performance, Harvard Business Review.

Course Outcome:

1. Understand the Relationship between human resource management and human resource development.
2. Apply basic HRD Philosophy in designing HR Practices and understand employee development activities or HRD activities.
3. Apply HRD Practices according to latest trends.

4. Understand Selected cases covering HRD practices in government organisations, manufacturing, and service industries and MNCs.

BBA 4th YEAR

SEMESTER – VII

BBA SEM VII SALES MANAGEMENT
COURSE CODE: MSUGT01
CREDITS: 5 LECTURE SCHEME: (L- 3; T- 1; P- 0)

Course Objectives:

The Purpose of this paper is to acquaint the student with the concept which are helpful in developing a sound sales policy and in Organizing and managing sales force.

Syllabus Content:

UNIT I	Introduction, Objectives, Functions and Classification of Sales Management, Selling under the Marketing Concept, Interdependent of Salesmanship and advertising.
UNIT II	The sales organization: Purpose, Principles and policies of sales organization setting up of the sales organization, typical sales organization structure
UNIT III	Sales forecasting and Sales Budget, Meaning of Sales Forecasting, importance of sales forecasting, limitation of sales forecasting, factor affecting sales forecasting in Indian context factors to consider while preparing sales budget.
UNIT IV	The Management of Sales Force: Personnel problems of Sales Management, recruiting and selection, Training and Development, motivating salesman.
UNIT V	Sales meeting and contest, compensating sales personnel, evaluating and supervising salesmen.

Text/ Reference Books:

1. David Jobber: Selling & Sales Management, Pearson.
2. Richard R. Still, Edward W. Cundiff: Sales Management, Pearson.
3. Norman A. P. Govoni, Edward W. Cundiff, Sandeep Puri, Richard R. Still: Sales and Distribution Management, Pearson.
4. William L. Cron, Thomas E. Decarlo: Sales Management Concepts and Cases, Wiley India Pvt. Ltd.

Course Outcome:

1. Learn the concept of sales in the marketing and set the typical organizational structure.
2. Get knowledge of preparing the sales budget and forecasting the future sales.
3. Learn the proper management of sales force.
4. Get knowledge about conducting sales meetings and process of evaluation of salesman's performance.

BBA SEM VII SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
COURSE CODE: MSUGT02
CREDITS: 4 LECTURESCHEME: (L- 3; T- 1; P- 0)

Course Objectives:

This course is designed to teach the fundamentals of investments along with the analysis and strategies to become successful investor. It will start from the investment introduction to the performance Evaluation of securities and portfolio. To understand deeper how market works, students will be taught the stock market fundamental. It discusses the risk return tradeoff of an individual investor, it also persist how investment in securities market is evaluated based on Fundamental and Technical analysis. It also discusses application of Modern Portfolio Theory, analysis of active and passive investment strategies, and measurement of portfolio performance. This course will also emphasize students to learn forces that affect security market.

Syllabus Content:

UNIT I	Introduction to Financial Investments Concept of Investment. Investment Process. Avenues of Investments. Investment Environment. Approaches to make Investment. Investment Philosophies and Wisdom.
UNIT II	Equity Investment Economy- Industry- Company Analysis. Valuation & Equity Pricing. Active and Passive strategies of equity investment. Technical Analysis. Market Efficiency & Anomalies.
UNIT III	Fixed Income and Other Investment Alternatives. Pricing, yields and risks of investments in Fixed Income Securities. Active and Passive strategies of fixed income investments.
UNIT IV	Modern Portfolio Theories Investor Preferences. Portfolio Formulation. Portfolio Optimisation. Leveraged Portfolios and Separation Theorem.
UNIT V	Capital Asset Pricing Model. Active Portfolio Management. Evaluation of Investment Performances Measures of Portfolio Performance.

Text/ Reference Books:

1. Fisher & Jordan: Security Analysis and Portfolio Management (2023)
2. Jack Clark Francis: Management of Investments Mc Graw hill. (2023)

3. Markowitz: Portfolio Selection yale University Press, yale. (2022)
4. Boltem: Security analysis and Portfolio Management. (2023)
5. Jones Tuttle, Healton: Essentials of Modern Investments. (2023)
6. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 8th edition, (2008)
7. Samir Barua, Security Analysis and Portfolio Management, Latest Edition (TMH).
8. Prasanna Chandra, Investments, (TMH), Latest edition.
9. IM Pandey, Financial Management, 12/e, Pearson.

Course Outcome:

1. To provide a theoretical and practical background in the field of investments.
2. Understand the characteristics of different financial assets such as money market instruments, bonds, and stocks, and how to buy and sell these assets in financial markets.
3. Identify the investment opportunities and the nature of investment decisions.
4. Designing and managing the bond as well as equity portfolios in the real word.

BBA SEM VII TRAINING AND DEVELOPMENT
COURSE CODE: MSUGT03
CREDITS: 5 LECTURE SCHEME: (L- 4; T- 1; P- 0)

Course Objectives:

To illustrate the student's systematic approach to training and development, to elaborate the concepts of conducting assessment of the training needs, to Guide students on the fundamentals of design, development and implementation of training and to Explain the process of evaluating the effectiveness of training and development programs.

Syllabus Content:

UNIT I	Introduction to Training and Training need analysis - Important concepts and meanings- Training, Development, Education; Nature of training; Significance of Training; Objectives of training; Benefits of training; Why and when to conduct TNA; TNA model; Data sources for locating gap in organizational performance; framework for conducting TNA; Output.
UNIT II	Training Design- Importance of training objectives; Facilitation of Learning through Focus on trainee and training design; Facilitation of transfer through focus on training and organizational interventions, skills of trainer. Ethics & its place in Training & Development- ethical responsibilities of training professionals.
UNIT III	Training Process- Training methods: On the job and Off the Job training; On the Job Training- Job Instruction Technique, Apprenticeship, Coaching, Mentoring; Off the job training- lectures and demonstrations; Games and simulations, In Basket Technique, Case Studies, Role Play, Cross Cultural Training; Computer based Training Methods- ELearning, Programmed Instruction, Intelligent Tutoring systems, Interactive multimedia, Virtual Reality, Assessment Center.

UNIT IV	Development and Implementation of Training- Development of Training Instructional Strategy, Materials and Equipment, Sources of Training, Implementation- Ideas for training, ideas for Trainers.
UNIT V	Evaluation of Training: Follow Up of Training- Importance of Evaluation, Different Models of evaluation, Types of evaluation data collected; Cost Benefit Analysis of Training program; ROI on Training. Management Development- Why focus on Management development; Management Development implications; Types of Management Development Programs; Types of Management development Training, Strategies for development of Executives, Career & Succession Planning

Text/ Reference Books:

1. P. Nick Blanchard & James W. Thacker , Effective Training- Systems, Strategies, and Practices, 3rd edition, Pearson Education
2. Raymond A Noe, Employee Training and Development, McGraw Hill.
3. Dr. B. RathanaReddy , Effective Human Resource Training and Development Strategy, Himalaya Publication House
4. Rao, P. L. Enriching Human Capital Through Training & Development. Excel Books

Course Outcome:

1. Describe how and under what circumstances training and development can help organizations gain a strategic advantage; relevance and types of learning as well as training for overall organizational growth and different approaches to training and development.
2. Explain how to assess training as well as non- training needs and design training programmes in an organizational setting.
3. Prepare training and development objectives, ways to design & develop content, suitable training methods and development techniques for implementation.
4. Analyse the training environment to maximize learning and evaluate appropriate training and development outcomes for maximizing training program effectiveness.

BBA 4th YEAR

SEMESTER – VIII

BBA SEM VIII BUSINESS POLICY
COURSE CODE: MSUHT01
CREDITS: 4 LECTURE SCHEME: (L- 3; T- 1; P- 0)

Course Objectives:

The course focuses on the concept of strategy formulation and implementation by exploring the functions and nature of general management. The course serves as an opportunity to develop skills for strategic thinking and analysis, leadership, communication, teamwork, and cross- functional integration.

Syllabus Content:

UNIT I	Business Policies Introduction, overview of Business Policies, Importance of Business Policies, Definition of Business Policy, Procedure , Process and Types of Policies, Factors Considered before framing Policies, Steps involved in framing Business Policies.
UNIT II	Strategic Management An Overview of Strategic management: Understanding Strategy, Scope and importance of strategies , mission - vision - goals – objectives- defining and explaining strategy, Levels at which strategy operates, strategic decision making, the process of strategic management.
UNIT III	Strategy Formulation. Environmental Scanning, SWOT analysis, Internal and External environmental analysis, Competition Analysis: Porter's Five Forces Theory, Generic strategies, Competitive Advantage, Value chain analysis, Mckinesey's 7s frame work, Balance Score card.
UNIT IV	Strategy Implementation Strategy Implementation: Organisational Structure – Analyzing, managing strategic change, issues in strategy implementation. Strategy Implementation: Behavioural Issues - Leadership, Corporate culture, social responsibilities and Ethics.
UNIT V	Strategy Evaluation and Control Designing Strategic Control System: Functional Issues – Operational/Production, marketing, financial and human resource management and Environmental factors, Information for strategic control, Techniques of strategic Evaluation and control, implementing strategic control.

Text/ Reference Books:

1. P.Subba Rao, Business policy and Strategic management , Himalaya publishing House
2. Azhar Kozami,Business Policy and Strategic Management,2e, Tata McGraw- Hill Publishing company Limited
3. Business Policy and Strategic Management,Francis Cherunilam,Himalaya Publishing House

Course Outcome:

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

COURSE STRUCTURE FOR UG (HONOURS)

BBA SEM VII SALES MANAGEMENT
COURSE CODE: MSUGH01
CREDITS: 5 LECTURE SCHEME: (L- 3; T- 1; P- 0)

Course Objectives:

The Purpose of this paper is to acquaint the student with the concept which are helpful in developing a sound sales policy and in Organizing and managing sales force.

Syllabus Content:

UNIT I	Introduction, Objectives, Functions and Classification of Sales Management, Selling under the Marketing Concept, Interdependent of Salesmanship and advertising.
UNIT II	The sales organization: Purpose, Principles and policies of sales organization setting up of the sales organization, typical sales organization structure
UNIT III	Sales forecasting and Sales Budget, Meaning of Sales Forecasting, importance of sales forecasting, limitation of sales forecasting, factor affecting sales forecasting in Indian context factors to consider while preparing sales budget.
UNIT IV	The Management of Sales Force: Personnel problems of Sales Management, recruiting and selection, Training and Development, motivating salesman.
UNIT V	sales meeting and contest, compensating sales personnel, evaluating and supervising salesmen.

Text/ Reference Books:

1. David Jobber: Selling & Sales Management, Pearson.
2. Richard R. Still, Edward W. Cundiff: Sales Management, Pearson.
3. Norman A. P. Govoni, Edward W. Cundiff, Sandeep Puri, Richard R. Still: Sales and Distribution Management, Pearson.
4. William L. Cron, Thomas E. Decarlo: Sales Management Concepts and Cases, Wiley India Pvt. Ltd.

Course Outcome:

1. Learn the concept of sales in the marketing and set the typical organizational structure.
2. Get knowledge of preparing the sales budget and forecasting the future sales.
3. Learn the proper management of sales force.
4. Get knowledge about conducting sales meetings and process of evaluation of salesman's performance.

BBA SEM VII SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
COURSE CODE: MSUGH02
CREDITS: 4 LECTURESCHEME: (L- 3; T- 1; P- 0)

Course Objectives:

This course is designed to teach the fundamentals of investments along with the analysis and strategies to become successful investor. It will start from the investment introduction to the performance Evaluation of securities and portfolio. To understand deeper how market works, students will be taught the stock market fundamental. It discusses the risk return tradeoff of an individual investor, it also persist how investment in securities market is evaluated based on Fundamental and Technical analysis. It also discusses application of Modern Portfolio Theory, analysis of active and passive investment strategies, and measurement of portfolio performance. This course will also emphasize students to learn forces that affect security market.

Syllabus Content:

UNIT I	Introduction to Financial Investments Concept of Investment. Investment Process. Avenues of Investments. Investment Environment. Approaches to make Investment. Investment Philosophies and Wisdom.
UNIT II	Equity Investment Economy- Industry- Company Analysis. Valuation & Equity Pricing. Active and Passive strategies of equity investment. Technical Analysis. Market Efficiency & Anomalies.
UNIT III	Fixed Income and Other Investment Alternatives. Pricing, yields and risks of investments in Fixed Income Securities. Active and Passive strategies of fixed income investments.
UNIT IV	Modern Portfolio Theories Investor Preferences. Portfolio Formulation. Portfolio Optimisation. Leveraged Portfolios and Separation Theorem.
UNIT V	Asset Pricing Standard Capital Asset Pricing Model. Extensions of Capital Asset Pricing Model. Arbitrage Pricing Theory. Active Portfolio Management. Evaluation of Investment Performances Measures of Portfolio Performance.

Text/ Reference Books:

1. Fisher & Jordon: Security Analysis and Portfolio Management (2023)
2. Jack clark Francis: Management of Investments Mc Graw hill. (2023)
3. Markowitz: Portfolio Selection yale University Press, yale. (2022)
4. Boltem: Security analysis and Portfolio Management. (2023)
5. Jones Tuttle, Healton: Essentials of Modern Investments. (2023)
6. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 8th edition, (2008)

Course Outcome:

1. To provide a theoretical and practical background in the field of investments.
2. Understand the characteristics of different financial assets such as money market instruments, bonds, and stocks, and how to buy and sell these assets in financial

markets.

3. Identify the investment opportunities and the nature of investment decisions.
4. Designing and managing the bond as well as equity portfolios in the real world.

BBA SEM VII TRAINING AND DEVELOPMENT
COURSE CODE: MSUGH03
CREDITS: 5 LECTURE SCHEME: (L- 4; T- 1; P- 0)

Course Objectives:

To illustrate the student's systematic approach to training and development, to elaborate the concepts of conducting assessment of the training needs, to Guide students on the fundamentals of design, development and implementation of training and to Explain the process of evaluating the effectiveness of training and development programs.

Syllabus Content:

UNIT I	Introduction to Training and Training need analysis - Important concepts and meanings- Training, Development, Education; Nature of training; Significance of Training; Objectives of training; Benefits of training; Why and when to conduct TNA; TNA model; Data sources for locating gap in organizational performance; framework for conducting TNA; Output.
UNIT II	Training Design- Importance of training objectives; Facilitation of Learning through Focus on trainee and training design; Facilitation of transfer through focus on training and organizational interventions, skills of trainer. Ethics & its place in Training & Development- ethical responsibilities of training professionals.
UNIT III	Training Process- Training methods: On the job and Off the Job training; On the Job Training- Job Instruction Technique, Apprenticeship, Coaching, Mentoring; Off the job training- lectures and demonstrations; Games and simulations, In Basket Technique, Case Studies, Role Play, Cross Cultural Training; Computer based Training Methods- ELearning, Programmed Instruction, Intelligent Tutoring systems, Interactive multimedia, Virtual Reality, Assessment Center.
UNIT IV	Development and Implementation of Training- Development of Training Instructional Strategy, Materials and Equipment, Sources of Training, Implementation- Ideas for training, ideas for Trainers.
UNIT V	Evaluation of Training: Follow Up of Training- Importance of Evaluation, Different Models of evaluation, Types of evaluation data collected; Cost Benefit Analysis of Training program; ROI on Training. Management Development- Why focus on Management development; Management Development implications; Types of Management Development Programs; Types of Management development Training, Strategies for development of Executives, Career & Succession Planning

Text/ Reference Books:

1.P. Nick Blanchard & James W. Thacker , Effective Training- Systems, Strategies, and

Practices, 3rd edition, Pearson Education

2. Raymond A Noe, Employee Training and Development, McGraw Hill.

3. Dr. B. Rathana Reddy, Effective Human Resource Training and Development Strategy, Himalaya Publication House

4. Rao, P. L. Enriching Human Capital Through Training & Development. Excel Books

Course Outcome:

1. Describe how and under what circumstances training and development can help organizations gain a strategic advantage; relevance and types of learning as well as training for overall organizational growth and different approaches to training and development.
2. Explain how to assess training as well as non- training needs and design training programmes in an organizational setting.
3. Prepare training and development objectives, ways to design & develop content, suitable training methods and development techniques for implementation.
4. Analyse the training environment to maximize learning and evaluate appropriate training and development outcomes for maximizing training program effectiveness.

BBA SEM VIII BUSINESS POLICY

COURSE CODE: MSUHH01

CREDITS: 4 LECTURESCHEME: (L- 3;T- 1;P- 0)

Course Objectives:

The course focuses on the concept of strategy formulation and implementation by exploring the functions and nature of general management. The course serves as an opportunity to develop skills for strategic thinking and analysis, leadership, communication, teamwork, and cross- functional integration.

Syllabus Content:

UNIT I	Business Policies Introduction, overview of Business Policies, Importance of Business Policies, Definition of Business Policy, Procedure , Process and Types of Policies, Factors Considered before framing Policies, Steps involved in framing Business Policies.
UNIT II	Strategic Management An Overview of Strategic management: Understanding Strategy, Scope and importance of strategies , mission - vision - goals – objectives- defining and explaining strategy, Levels at which strategy operates, strategic decision making, the process of strategic management.

UNIT III	Strategy Formulation. Environmental Scanning, SWOT analysis, Internal and External environmental analysis, Competition Analysis: Porter's Five Forces Theory, Generic strategies, Competitive Advantage, Value chain analysis, Mckinesey's 7s frame work, Balance Score card.
UNIT IV	Strategy Implementation Strategy Implementation: Organisational Structure – Analyzing, managing strategic change, issues in strategy implementation. Strategy Implementation: Behavioural Issues - Leadership, Corporate culture, social responsibilities and Ethics.
UNIT V	Strategy Evaluation and Control Designing Strategic Control System: Functional Issues – Operational/Production, marketing, financial and human resource management and Environmental factors, Information for strategic control, Techniques of strategic Evaluation and control, implementing strategic control.

Text/ Reference Books:

1. P.Subba Rao, Business policy and Strategic management , Himalaya publishing House
2. Azhar Kozami,Business Policy and Strategic Management,2e, Tata McGraw- Hill Publishing company Limited
3. Business Policy and Strategic Management,Francis Cherunilam,Himalaya Publishing House

Course Outcome:

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

BBA SEM VIII

PRODUCTION AND OPERATIONS MANAGEMENT

COURSE CODE: MSUHH02

CREDITS: 4

LECTURE SCHEME: (L- 3; T- 1; P- 0)

Course Objectives:

This course introduces students to the basics of decision- making in planning, scheduling, and controlling production and operations in both manufacturing and service industries. It focuses on improving productivity through effective layout design and quality management.

Additionally, the course covers the efficient flow, replenishment, and control of materials in various organizational settings.

Syllabus Content:

UNIT I	Different Types of Manufacturing Systems, Planning and Designing Facility Layouts, Principles and Equipment for Material Handling.
UNIT II	Types of Production: Mass, Batch, and Job Order, How to Plan Capacity, Planning and Scheduling Processes, Basic Scheduling Techniques.
UNIT III	Studying and Measuring Work Methods, Safety and Ergonomics in the Workplace, Maintenance Management Basics.
UNIT IV	Introduction to Material Management, Planning and Budgeting for Materials, Techniques for Controlling Inventory, Just- In- Time (JIT) Inventory Management, Planning Material Requirements (MRP), Managing Purchases and Stores.
UNIT V	Basics of Quality Assurance, Statistical Process Control (SPC), Total Quality Management (TQM), ISO 9000 Standards.

Text/ Reference Books:

1. Bhat, K. Shridhara (2011). Production and Operations Management. Himalaya Publishing House.
2. Martand T. Telsang (2007). Production Management. S Chand & Company.
3. Aswathappa, K. & Reddy, S. (2010). Production and Operations Management. Himalaya Publishing House.
4. Paneerselvam, R. (2012). Production and Operations Management. PHI Learning Private Limited, New Delhi.
5. Stevenson, W.J. (2018). Operations Management. McGraw- Hill Education.

Course Outcome:

1. Understand the role and importance of production and operations management.
2. Understand about different manufacturing systems and how to plan facility layouts.
3. Use work study techniques to improve productivity and ensure safety.
4. Manage materials and inventory effectively.