



સૌરાષ્ટ્ર યુનિવર્સિટી

એકેડેમિક વિભાગ, યુનિવર્સિટી કેમ્પસ, યુનિવર્સિટી રોડ, રાજકોટ - ૩૬૦૦૦૫
ફોન નં. : (૦૨૮૧) ૨૫૭૮૫૦૧ એક્સટે. નં. ૨૦૨,૩૦૪,૨૨૪ / ફેક્સ નં. : (૦૨૮૧) ૨૫૭૬૩૪૭
ઈ-મેઈલ academic@sauuni.ac.in

નં.એકે./૨૫૦૦૧૬૧ /૨૦૨૫

તા:- ૨/૧૦/૨૦૨૫

B.B.A.

પરિપત્ર:-

સૌરાષ્ટ્ર યુનિવર્સિટીની મેનેજમેન્ટ વિદ્યાશાખા હેઠળનો સ્નાતક કક્ષાના B.B.A. અભ્યાસક્રમ ચલાવતી સર્વે સંલગ્ન કોલેજના આચાર્યશ્રીઓને આથી જાણ કરવામાં આવે છે કે, NEP-2020 અંતર્ગતના રાજ્ય સરકારશ્રીના તા.૧૧/૦૭/૨૦૨૩નો ઠરાવ, ત્યારબાદ તા.૨૭/૦૭/૨૦૨૩ના રોજ પ્રકાશિત થયેલ સ્ટાન્ડર્ડ ઓપરેટિંગ પ્રોસિજર (SOP) તેમજ ત્યારબાદ તેને આનુસંગિક તા.૨૮/૦૭/૨૦૨૩ના રોજ આવેલ સુધારા મુજબના અભ્યાસક્રમો ચેરમેનશ્રી B.B.A. વિષયની અભ્યાસ સમિતિ દ્વારા રજુ કરાયેલ B.B.A. સેમેસ્ટર - ૦૫ અને ૦૬ના અભ્યાસક્રમો આગામી શૈક્ષણિક સત્ર જુન-૨૦૨૫થી અમલમાં આવે તે રીતે મેનેજમેન્ટ વિદ્યાશાખા હેઠળની B.B.A. વિષયની અભ્યાસ સમિતિ, એકેડેમિક કાઉન્સિલ અને બોર્ડ ઓફ મેનેજમેન્ટની બહાલીની અપેક્ષાએ માન.કુલપતિશ્રીને મંજુર કરવા ભલામણ કરેલ છે. જે માનનીય કુલપતિશ્રીએ મંજુર કરેલ છે. જે ધ્યાને લઈ તે મુજબ તેનો અમલ કરવા વિનંતી.

(મુસદ્દો કુલસચિવશ્રીએ મંજુર કરેલ છે.)

બિડાણ:- ઉક્ત અભ્યાસક્રમ (સોફ્ટ કોપી)

સહી/-

(ડૉ.આર.જી.પરમાર)

કુલસચિવ

રવાના કર્યું

એકેડેમિક ઓફિસર

પ્રતિ,

૧. મેનેજમેન્ટ વિદ્યાશાખા B.B.A. વિષય ચલાવતી સ્નાતક કક્ષાની સર્વે સંલગ્ન કોલેજના આચાર્યશ્રીઓ તરફ

૨. મેનેજમેન્ટ વિદ્યાશાખા હેઠળની મેનેજમેન્ટ વિષયની અભ્યાસ સમિતિના સર્વે સભ્યશ્રીઓ તરફ

નકલ જાણ અર્થે રવાના:-

માન.કુલપતિશ્રી/કુલસચિવશ્રીના અંગત સચિવ

નકલ રવાના:- (જરૂરી કાર્યવાહી અર્થે)

૧. ડીનશ્રી, મેનેજમેન્ટ વિદ્યાશાખા

૨. જોડાણ વિભાગ

૩. પી.જી.ટી.આર.વિભાગ

૪. પરીક્ષા વિભાગ



SAURASHTRA UNIVERSITY

RAJKOT

(Accredited Grade B by NAAC)



Faculty of Business Management Curriculum and Credit Framework

Semester – V & VI

for

Bachelor of Business Administration (B.B.A.)

As Per National Education Policy - 2020

Effective From

June – 2025 (As Per SOP)



Saurashtra University, Rajkot
Faculty of Business Management
BBA Curriculum as Per NEP - 2020
B.B.A. Semester - V

Sr. No	Course Category	Course Title	Credit	Theory	Practical	IM	EM	Total
1	Major/Core	Business Law	4	4		50	50	100
2 & 3	Major/Core	(Select any one Group Specialisation)		4		50	50	100
		<u>*Marketing -</u> (1) Digital Marketing (2) Rural Marketing <u>* Finance</u> (1) Financial Services (2) Financial Planning & Investment <u>*Human Resource</u> (1) Compensation & Performance Management (2) Human Resource Development	8	4		50	50	100
4	Minor	Cost Accounting	4	4		50	50	100
5	Minor	Business Environment	4	4		50	50	100
6	SEC	Business Research Methods	2	2		25	25	50
			22			275	275	550

B.B.A. Semester - VI

Sr. No	Course Category	Course Title	Credit	Theory	Practical	IM	EM	Total
1	SI	Internship Training / Field Project	4		4	0	100	100
2 & 3	Major/Core	(Select any one Group Specialisation)		4		50	50	100
		<u>*Marketing -</u> (1) Integrated Marketing Communication (2) Service Marketing <u>* Finance</u> (1) Security Analysis & Portfolio Management - I (2) Security Analysis & Portfolio Management - II <u>*Human Resource</u> (1) Cross cultural HR and Industrial Relations (2) Talent Acquisition	8	4		50	50	100
4	Major/Core	Management Accounting	4	4		50	50	100
5	Minor	Direct Taxes	4	4		50	50	100
6	AEC	Select Any One 1. Business English 2. Social Media & Blog writing	2	2		25	25	50
			22			225	325	550

Note: Internal Evaluation as per SOP Guidelines of Saurashtra University, Rajkot Letter No. AK/90882/2023
 Dated: 10.10.2023



CURRICULUM

For

B.B.A.

Semester – 5

(With effective from June - 2025)



Bachelor of Business Administration (B.B.A.)					
Semester	V	Course Title	Business Law	Course Code	
Type of Course	Major	Credit	4	Theory	04 Hours
Practical	NIL	Teaching Hours	60	Internal Marks	50
External Marks	50	Total Marks	100	External Exam Time	2hrs.

COURSE OUTCOMES:

To impart preliminary knowledge in respect of Laws to be followed while carrying the business.

COURSE CONTENT

Unit-1	Introduction to law and legal system	Hours: 12
	<ul style="list-style-type: none"> • Introduction to law, Object of law, Need for the knowledge of law, source of law. • Preamble to the constitution of India (with explanation of all the terms used in the preamble) • Fundamental Rights, Fundamental Duties (Briefly). • Hierarchy of the judiciary and the courts in India. 	
Unit - 2	Contract Law - I	Hours: 12
	<ul style="list-style-type: none"> • Object, definition and features of Contract law. • Essential elements of contracts. • Classification of contracts • Offer and legal rules as to an offer, Acceptance and legal rules as to acceptance. • Consideration and legal rules as to consideration. Exceptions to the rule 'no consideration no contract'. • Capacity to contract: contracts with a minor, contracts with people of unsound mind, contracts with people disqualified by law. 	
Unit - 3	Contract Law - II	Hours: 14
	<ul style="list-style-type: none"> • Free consent: consent and free consent, (brief description of Coercion, Undue influence, Misrepresentation, Frauds and Mistake) • Legality of Object: When consideration or object is unlawful. Unlawful and illegal agreements. • Void agreements: List of void agreements, uncertain agreements, wagering agreements. • Discharge of contracts: Discharge by performance, Discharge by agreement or consent, Discharge by impossibility, Discharge by lapse of time, Discharge by operation of law, Discharge by breach of contract. • Remedies for breach of contracts: Rescission of the contract, Suit for damages (very brief description of different types of damages), Suit upon quantum meruit, Suit for specific performance, Suit for injunction. 	
Unit - 4	Consumer Protection Act, 2019	Hours: 10
	<ul style="list-style-type: none"> • Introduction and Definition • Rights and Responsibilities of Consumers • Consumer Protection Councils • Consumer Redressal Forum • Consumer Redressal Process 	
Unit - 5	Negotiable Instruments Act	Hours: 12
	<ul style="list-style-type: none"> • Definition of Negotiable Instrument • Characteristics of Negotiable Instrument. • Promissory Note: Definition and essential elements. 	



- Bill of Exchange: Definition and essential elements.
- Difference between Promissory Note and Bill of Exchange.
- Cheques: Definition.
- Difference between Cheques and Bill of Exchange.

REFERENCES

- Elements of Mercantile Law, N. D. Kapoor, Sultan Chand & Sons, New Delhi
- Indian Contract Act, Sale of Goods Act and Partnership Act; Desai TR : SC Sarkar & Sons
- Mercantile Law, S.S. Gulshan: Excel Books
- Legal Aspect of Business, Pathak: TMH
- The Negotiable Instruments Act; Khergamwala JS: NM Tripathi
- The Principles of Mercantile Law, Singh Avtar, Eastern Book Company
- Business Regulatory Framework, Maheshwari & Maheshwari: Himalaya Publishing
- Business Law, Kapoor ND: Sultan Chand & Sons
- The Constitution of India: Bare Act with short notes for students A. R. Khan, Publisher: Access Publishing.
- Indian Judicial System
- Mathew, P.D. & P.M. Bakshi, Publisher: New Delhi: ISI, 2002



Bachelor of Business Administration (B.B.A.)					
Semester	V	Course Title	Digital Marketing (Marketing Group)	Course Code	
Type of Course	Major (Marketing)	Credit	04	Theory	04 Hours
Practical	NIL	Teaching Hours	60	Internal Marks	50
External Marks	50	Total Marks	100	External Exam Time	2 Hours

COURSE OUTCOMES:

- Develop a foundational understanding of how Digital Marketing works.
- Understanding Digital Marketing Setup
- Be clear and equipped with latest trends in digital Marketing

Pedagogy: Theory, Exercise

COURSE CONTENT

Unit-1	Introduction to Digital Marketing	Hours: 12
	<ul style="list-style-type: none"> • Introduction, Concept & Meaning of Digital Marketing • Evolution of Digital Marketing • Traditional Marketing vs. Digital Marketing • Importance of Digital Marketing • Digital Marketing Landscape • Key Drivers • Overview of Digital Consumers and Communities, Gen Y & Netizen's expectation & influence with respect to Digital Marketing. 	
Unit - 2	Digital Marketing Planning	Hours: 12
	<ul style="list-style-type: none"> • Applying Segmentation, Targeting and Positioning to digital communications • Online Consumer Behaviour • Overview of Digital Marketing Mix • POEM Framework • Skills in Digital Marketing, • Digital Marketing Strategy 	
Unit - 3	Digital Marketing Communication and Channel Mix	Hours: 12
	<ul style="list-style-type: none"> • Designing Digital Communication Mix • Digital Marketing Campaign Management • Content Management & Web Design, • Search Engine Optimization and SEO techniques • Google web-master and Web Analytics Overview 	
Unit - 4	Digital Marketing Execution	Hours: 12
	<ul style="list-style-type: none"> • Basic elements of Digital Marketing Campaign and their Execution • Managing Digital Marketing Revenue, • Managing Service Delivery and Payment, • Role of Artificial Intelligence, Virtual Reality & Augmented Reality in Digital Marketing, • Managing Digital Implementation Challenges 	
Unit - 5	Terminology used in Digital Marketing	Hours: 12
	<ul style="list-style-type: none"> • PPC • Social Media Marketing, • Affiliate Marketing, • Mobile Marketing • Digital Ethics 	



Skill Development Activities: Practical Applications.

REFERENCES

- Bhatia, Puneet Singh. Fundamentals of Digital Marketing. 2ed., 2023, Pearson.
- Ahuja, Vandana. Digital Marketing. 2015, Oxford University Press
- Kingsnorth, Simon (2022), Digital Marketing Strategy: An Integrated Approach to Online Marketing. New Delhi: Kogan Page.
- Gupta, Seema (2022), Digital Marketing. Noida, UP: McGraw Hill Education (India) Pvt. Ltd.
- Hafiz, Adnan (2024), Fundamentals of Digital Marketing: Text and Cases, New Delhi: Book Rivers.
- Rochelle Grayson (2023), Foundations in Digital Marketing, BCcampus Open Ed, <https://opentextbc.ca/>



Bachelor of Business Administration (B.B.A.)					
Semester	V	Course Title	Rural Marketing (Marketing Group)	Course Code	
Type of Course	Major (Marketing)	Credit	04	Theory	04 Hours
Practical	NIL	Teaching Hours	60	Internal Marks	50
External Marks	50	Total Marks	100	External Exam Time	2 Hours

COURSE OUTCOMES:

- The objective of this course is to explore the students to the Agriculture and Rural Marketing environment so that they can understand consumer's and marketing characteristics of the same for understanding and contributing to the emerging challenges in the upcoming global economic scenario.
- To explore various facets of rural marketing and expose them towards rural market environment and challenges in the globalized economies.
- Identifying the characteristics and dynamics of rural consumers, including demographics, income levels, and lifestyle patterns.
- Analyzing the unique challenges and opportunities presented by rural markets, such as infrastructure limitations and cultural nuances.

Pedagogy: Theory, Exercise

COURSE CONTENT

Unit-1	Introduction to Rural Marketing	Hours: 12
	<ul style="list-style-type: none"> • Concept and meaning of Rural Marketing. • Significance of Rural Marketing In India. • Characteristics of Rural Marketing. • Rural India: Demographic Profile. • Challenges to Rural Marketing In India. • Nature of Rural Consumer. 	
Unit - 2	Understanding Rural Environment	Hours: 12
	<ul style="list-style-type: none"> • Concept and Meaning of Rural Environment. • Rural Consumers Dimensions - • Buying Decision Process • Rural Marketing Mix • Rural Infrastructure and Institutions. • Impact of Technology on Rural Environment. • Case Study 	
Unit - 3	Rural STP	Hours: 12
	<ul style="list-style-type: none"> • Rural Market Segmentation and targeting, • Positioning Strategies for Rural Market. • Strategies for New Product Planning & Development for Rural Markets, • Product Mix. • Pricing Strategies for Rural Markets-Pricing Policies, Innovation in Pricing of the Products. • Case Study 	
Unit - 4	Rural Communication and Distribution	Hours: 12
	<ul style="list-style-type: none"> • Challenges in Rural Communication, • Advertising and Sales Promotion for Rural Markets, • Rural Media, Branding in Rural Markets, • Issues in Rural Distribution Channels, • Tapping the Rural Markets, Rural Retailing, 	

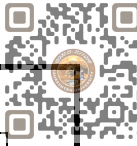


	<ul style="list-style-type: none">• Haats/Shandies, Vans & Mobile Stores,• Innovation in Rural Distribution Systems.• Case Study
Unit - 5	Rural Market- Sector Analysis Hours: 12
	<ul style="list-style-type: none">• Rural Marketing of FMCGs and consumer durables: Case Studies of Marketing of FMCGs.• Issues related to Marketing of Consumer Durables in Rural Markets;• Rural Marketing of Financial Services: Banking Services and Insurance.• Rural Marketing of Agricultural Inputs – Tractor, Fertilizer and Agro-chemicals Agricultural

Skill Development Activities: Practical Applications.

REFERENCES

- Rural marketing and management – Gupta- PHI publication
- Issues and Challenges in the Rural Marketing– Dr. A. Selvaraj - Scientific Publishers
- Rural Marketing -Kashyap, P. &Raut, S., Biztantra
- Rural Marketing - T.P. Gopal Swamy, Vikas Publishing House
- Rural Marketing -Dogra, B. &Ghuman, K., TMH
- Rural Marketing -Velayudhan, S. K. SAGE Publication
- Rural Marketing - Mathur, U.C, Excel Books



Bachelor of Business Administration (B.B.A.)					
Semester	V	Course Title	Financial Services (Finance Group)	Course Code	
Type of Course	Major (Finance)	Credit	04	Theory	04 Hours
Practical	NIL	Teaching Hours	60	Internal Marks	50
External Marks	50	Total Marks	100	External Exam Time	2 Hours

COURSE OUTCOMES:

- Gain knowledge of financial services, their market structure, and growth in India.
- Analyze merchant banking, leasing, venture capital, credit rating, factoring, and mutual funds.
- Develop the ability to evaluate financing choices and investment opportunities.

Pedagogy: Case studies, real-world financial market examples, and problem-solving exercises. Group discussions, role-plays, guest lectures by industry experts, and financial simulation activities.

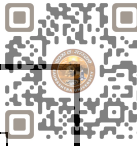
COURSE CONTENT

Unit-1	Introduction to Financial Services	Hours: 12
	Financial services-concepts, objectives, functions, characteristics, financial services market: concepts, constituents-Growth of financial services in India	
Unit - 2	Merchant Banking and Public Issue Management	Hours: 12
	Definition- Functions- Merchant Bankers Code of Conduct- Public Issue Management: Concept-Functions-Categories of Securities Issue Mechanics of Public, Management of Issue, Manager-role of issue manager Marketing of issues-Under writing, types, benefits functions	
Unit - 3	Leasing & Hire Purchase	Hours: 12
	Concepts of leasing, types of leasing – financial & operating lease, direct lease and sales & lease back, advantages and limitations of leasing, Lease rental determination; Finance lease evaluation problems (only from Lessee’s angle), Hire Purchase interest & Installment, difference between Hire Purchase & Leasing, Choice criteria between Leasing and Hire Purchase,	
Unit - 4	Venture Capital & Credit Rating Agencies	Hours: 12
	Venture Capital – Concept, Evolution, Process, VC Scenario in India Credit Rating – Concept, Types, Merits and Demerits, Credit Rating Agencies and their Methodology	
Unit - 5	Factoring & Mutual Funds	Hours: 12
	Definition-mechanism-Functions-Types-Advantages-Disadvantages-difference between Bill Discounting and factoring Mutual Fund – Concept-Organizational structure of Mutual Fund-Types of Mutual funds (From the point of investors-From the point of promoters)- Benefits of Mutual Funds- Investment of Mutual Funds	

Skill Development Activities:

REFERENCES

- M.Y. Khan: Financial Services, Tata McGraw –Hill
- Machiraju: Indian Financial System, Vikas Publishing House.
- J. C. Verma: A Manual of Merchant Banking, Bharath Publishing House.
- K. Sriram: Hand Book of Leasing, Hire Purchase & Factoring, ICFAI, Hyderabad.
- Ennew. C. Trevor Watkins & Mike Wright: Marketing of Financial Services, Heinemann Professional



Bachelor of Business Administration (B.B.A.)					
Semester	V	Course Title	Financial Planning & Investment (Finance Group)	Course Code	
Type of Course	Major (Finance)	Credit	04	Theory	04 Hours
Practical	NIL	Teaching Hours	60	Internal Marks	50
External Marks	50	Total Marks	100	External Exam Time	2 Hours

COURSE OUTCOMES:

- Develop expertise in financial planning, risk management, and investment strategies for informed decision-making.
- Gain practical knowledge of retirement planning, insurance selection, and risk analysis for financial security.
- Understand and apply provident fund schemes (EPF & PPF) to ensure long-term wealth accumulation and stability.

Pedagogy: Case Studies, Real-World Financial Simulations, And Interactive Discussions, Hands-On Exercises, Expert Lectures, And Financial Planning Tools.

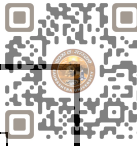
COURSE CONTENT

Unit-1	Introduction To Financial Planning	Hours: 12
	Introduction, Objectives, Concept of Financial Planning, Definitions of Financial Planning, Objectives of Financial Planning, Importance of Financial Planning, Characteristics of sound Financial Plan, Different Types of Financial Planning, Financial Planning Process.	
Unit - 2	Overview Of Risk Management and Investment Planning	Hours: 12
	Introduction, Objectives, Concept of Risk Management and its importance, Principles of Risk Management, Techniques of Risk Management, Concept of Investment Planning, Objectives of Investment Planning, Importance of Investment Planning	
Unit - 3	Retirement Planning Analysis	Hours: 12
	Introduction, Objectives, Retirement Need Analysis: Concept, Retirement Need Analysis Techniques, Meaning of Retirement Planning, Need for Retirement Planning, Process of Retirement Planning, Sources of Retirement Planning, Development of Retirement Plans	
Unit - 4	Risk Analysis and Insurance Planning	Hours: 12
	Introduction, Objectives, Risk Management, Importance of Risk Management, Risk Management Important in Personal Financial Planning, Factors to Be Considered While Taking Insurance Decision, Insurance Decision in Personal Financial Planning	
Unit - 5	Employees Provident Fund (EPF) & Public Provident Fund (PPF)	Hours: 12
	Introduction, Objectives, Employees Provident Fund (EPF), Key Features of EPF Scheme, Benefits of the EPF, Types of Employees' Provident Fund, Tax Treatment of Contribution to different Category of Provident Fund, Public Provident Fund, Benefits of PPF	

Skill Development Activities:

REFERENCES

- Financial Planning: A Ready Reckoner – **by** Madhu Sinha
- Investment Analysis and Portfolio Management – **by** Prasanna Chandra
- Fundamentals of Financial Planning – **by** Rajesh Agrawal and Ranjan Agarwal
- Risk Management and Insurance Planning – **by** S. Arunajatesan and T. R. Viswanathanm



Bachelor of Business Administration (B.B.A.)					
Semester	V	Course Title	Compensation and Performance Management (Human Resource Group)	Course Code	
Type of Course	Major (HR)	Credit	04	Theory	04 Hours
Practical	NIL	Teaching Hours	60	Internal Marks	50
External Marks	50	Total Marks	100	External Exam Time	2 Hours

COURSE OUTCOMES:

- Understand the principles of compensation and how it impacts employee motivation.
- Design compensation structures that align with organizational goals.
- Understand performance management systems & role in improving organization performance.
- Analyze the relationship between compensation, motivation, and performance.
- Identify best practices and challenges in implementing performance management systems.

Pedagogy: Lectures, Group Discussions, Case Studies, Role Play, Small Research Projects

COURSE CONTENT

Unit-1	Introduction to Compensation and its Role in Organizations	Hours: 12
	<ul style="list-style-type: none"> • Definition and Importance of Compensation • Types of Compensation: Direct (Wages, Salaries) vs. Indirect (Benefits, Perks) • Theories of Compensation (Equity Theory, Expectancy Theory, etc.) • Compensation Strategy and Policy • Objectives of a Compensation System (Attraction, Retention, Motivation) • Legal and Ethical Aspects of Compensation 	
Unit - 2	Compensation Design and Structure	Hours: 12
	<ul style="list-style-type: none"> • Overview of Job Evaluation Methods • Pay Structures: Internal Equity vs. External Competitiveness • Salary Surveys and Market Benchmarking • Pay-for-Performance: Incentives and Bonuses • Designing Compensation for Different Job Levels and Functions 	
Unit - 3	Performance Management System (PMS)	Hours: 12
	<ul style="list-style-type: none"> • Definition and Importance of Performance Management • Performance Management Cycle • Key Components of a Performance Management System (Goal Setting, Feedback, Appraisal) • Performance Metrics and Benchmarking Legal and Ethical Considerations in Performance Management • Technology and Automation in Performance Management Systems 	
Unit - 4	Linking Compensation with Performance	Hours: 12
	<ul style="list-style-type: none"> • Understanding the Link Between Compensation and Performance • Performance-Based Pay: Commission, Bonus, Stock Options • Motivation and Compensation: How Compensation Affects Employee Performance • Designing Effective Reward Systems • Addressing Challenges in Linking Performance with Compensation 	
Unit - 5	Contemporary Trends in Compensation and Performance Management	Hours: 12
	<ul style="list-style-type: none"> • Global Trends in Compensation and Performance Management • Aligning compensation and performance with business strategy • Total Rewards Systems and Employee Value Proposition 	



- Flexible Compensation: Cafeteria Plans, Benefits Packages
- Role of Technology in Enhancing Performance Management and Compensation
- Future Trends: Gamification, Artificial Intelligence, and Data Analytics in Compensation and Performance

Skill Development Activities:

- Guest lecture from an industry expert on future trends
- Group Discussion on ethical compensation practices, the use of technology in performance management and compensation, Challenges in linking pay with performance
- Case study on compensation structures in different industries
- Role play on conducting appraisal and giving feedback, conducting appraisal interview

REFERENCES

- **Books:**
 - **Compensation and Performance Management** by P.N. Singh and R.K. Singh, Pearson education
 - **Compensation** by George T. Milkovich, Jerry M. Newman, and Barry A. Gerhart
 - **Performance Management: Concepts, Skills, and Exercises** by Robert L. Cardy and Brian R. Leonard, Pearson Education, 2016
 - **Performance Management Systems** by T.V. Rao, Response Books, 2014
 - **Strategic Compensation: A Human Resource Management Approach** by Joseph J. Martocchio, Pearson Education
 - **Compensation and Benefits** by S. L. Gupta , Tata MacGraw-Hill Education, 2017
- **Journals and Articles:**
 - Journal of Compensation and Benefits
 - Human Resource Management Review
 - Harvard Business Review (on compensation and performance)
- **Websites/Online Resources:**
 - SHRM (Society for Human Resource Management): www.shrm.org
- **World at Work** (for compensation trends): www.worldatwork.org



Bachelor of Business Administration (B.B.A.)					
Semester	V	Course Title	Human Resource Development (Human Resource Group)	Course Code	
Type of Course	Major (HR)	Credit	04	Theory	04 Hours
Practical	NIL	Teaching Hours	60	Internal Marks	50
External Marks	50	Total Marks	100	External Exam Time	2 Hours

COURSE OUTCOMES:

- Analyze HRD strategies and frameworks used in organizations.
- Identify the role of HRD in organizational growth and employee development.
- Evaluate HRD policies and their effectiveness in Indian organizations.
- Design HRD interventions and training programs.

Pedagogy: Lectures, Case Studies, Role Plays, Group Discussions

COURSE CONTENT

Unit-1	Introduction to Human Resource Development (HRD)	Hours: 12
	<ul style="list-style-type: none"> • Definition, Characteristics, Objectives, and Scope of HRD • HRD vs. HRM: Key Differences and similarities • HRD models and frameworks • Evolution and Importance of HRD in Organizations • Key HRD Functions (Training, Development, Organizational Development) 	
Unit - 2	Approaches to HRD	Hours: 12
	<ul style="list-style-type: none"> • Introduction • Different approaches to HRD • Human Capital Approach • Social Psychological Approach • Poverty Alleviation Approach • World Development Context 	
Unit - 3	Organizational Development (OD) and HRD	Hours: 12
	<ul style="list-style-type: none"> • Organizational Development (OD): Definition and Importance • OD Interventions (Team Building, Sensitivity Training, Action Research) • Link Between HRD and OD • Employee Engagement Practices • Diversity and Inclusion Initiatives • Leadership and Coaching 	
Unit - 4	HRD Policies and Practices in India	Hours: 12
	<ul style="list-style-type: none"> • HRD Policies in Indian Organizations • Legal and Ethical Aspects of HRD in India • Talent Management, Succession Planning, and Employee Engagement • Performance Management Systems (PMS) in India • HRD Challenges in India (Diversity, Gender Issues, Work-Life Balance) • Overcoming the Challenges in HRD 	
Unit - 5	Emerging Trends in HRD	Hours: 12
	<ul style="list-style-type: none"> • Digital Transformation and HRD: Role of Technology • Artificial Intelligence and HR Analytics in HRD • Employee Well-being and Engagement Programs • Future of HRD in India: Trends and Innovations • HRD in the Age of Globalization 	
Skill Development Activities:		



- Case Study: HRD evolution in Indian companies, Talent Management and Training Practices in Indian organisations
- Group Discussion: HRD practices and HRD Challenges in Indian organizations
- Role Play on OD interventions in India, Organisational Change

REFERENCES

- **Books:**
 - HRD in India: Challenges and Opportunities by T.V.Rao and K. Ramachandran, Sage Publications, India , 2018
 - Human Resource Development: Experiences, Interventions, and Strategies by Dr.T.V.Rao, *Sage Publications India Pvt. Ltd.*
 - HRD Practices: An Indian Perspective by Dr. T.V.Rao, Sage Publications India
 - Human Resource Development, V.S.P .Rao, Tata Mac-Graw Hill Education, 2017
 - Organizational Development and Change , Donald R. Brown, Pearson education, 2017
 - Organizational Development: The Process of Leading Organizational Change by Donald L. Anderson, Sage Publication India Pvt. Ltd.
- **Journals and Articles:**
 - HRD Review Journal
 - Indian Journal of Industrial Relations
- **Websites/Online Resources:**
 - National HRD Network (www.nhrd.org)
 - Articles and blogs on HRD trends on LinkedIn



Bachelor of Business Administration (B.B.A.)					
Semester	V	Course Title	Cost Accounting	Course Code	
Type of Course	Minor	Credit	04	Theory	04 Hours
Practical	NIL	Teaching Hours	60	Internal Marks	50
External Marks	50	Total Marks	100	External Exam Time	2 Hours

COURSE OUTCOMES:

- To Impart the Knowledge of Basic cost concepts, element of cost & Preparation of Cost Sheet and to provide basic knowledge of important Methods & Techniques of costing.

COURSE CONTENT

Unit-1	PROCESS COSTING	Hours: 15
	<ul style="list-style-type: none"> Introduction- Meaning and Features of Process Costing Process Loss and Wastage Normal loss and abnormal loss Abnormal Gain Cost of Joint-Products Cost of and By-Products Practical Questions (Excluding Inter Process Profit and equivalent production) 	
Unit - 2	BUDGET AND BUDGETARY CONTROL BRIEF CONCEPT: BUDGETING & BUDGETARY CONTROL [Theoretical concept]	Hours: 09
	<ul style="list-style-type: none"> Budget and Budgetary Control Brief Concept Only CASH BUDGET: Introduction and meaning Concepts of optimum cash balance Objective of preparation of cash budget Cash receipt and Cash Payment Practical Questions (Preparation of cash budget only) 	
Unit - 3	FLEXIBLE BUDGET:	Hours:09
	Introduction-Meaning-Utility <ul style="list-style-type: none"> Relation of Cost, sales and profit in Stocks, Preparation of flexible budget Practical Questions 	
Unit - 4	STANDARD COSTING-1 [MATERIALS VARIANCES]:	Hours: 15
	Introduction-Meaning of Standard Cost and Standard Costing <ul style="list-style-type: none"> Applications Advantages and Limitations of Standard Costing Standard Cost Committee - Types of Standards and its' Setting Procedure Meaning of Variance and Variance Analysis Practical questions of Material Variances only. 	
Unit - 5	STANDARD COSTING-2 [LABOUR VARIANCES]:	Hours: 12
	Introduction-Meaning <ul style="list-style-type: none"> Labour Standards and Labour Variances Practical Questions Relating to Calculate Labour Variances Only 	

REFERENCES

- Cost Accounting Principles and Practice: M N Arora, Vikas Publishing
- Cost Accounting: S P Jain and K L Narang, Kalyani, New Delhi
- Cost Accounting by S.N. Maheshwari, Sultan Chand, Delhi
- Cost Accounting Principles and Practice: M N Arora, Vikas Publishing
- Cost Accounting: S P Jain and K L Narang, Kalyani, New Delhi
- Practical Costing: P C Tulsian, Vikas Publishing
- Cost Accounting: Theory & Practice: Bhabatosh Banerjee, Prentice Hall of India Ltd., New Delhi



Bachelor of Business Administration (B.B.A.)					
Semester	V	Course Title	Business Environment	Course Code	
Type of Course	Minor	Credit	04	Theory	04 Hours
Practical	NIL	Teaching Hours	60	Internal Marks	50
External Marks	50	Total Marks	100	External Exam Time	2 Hours

COURSE OUTCOMES:

- To provide knowledge of basic concepts and components of business Environment.
- To develop/enhance ability of student to know impacts of components of business Environment on economic activity
- To enable students to know and measure possible impacts of changes in components of Business Environment on Economic activities.
- To develop ability of students to forecast/indicate possible impacts of change in economic policies and laws on operations of companies.

Pedagogy: Case study, government survey analysis, practical studies, interactive sessions and presentation, class room seminars.

COURSE CONTENT

Unit-1	Introduction to Business Environment	Hours: 12
	<ul style="list-style-type: none"> • Introduction, Definitions, Characteristics of Business Environment • Types of Business Environment a. Internal and External b. Micro and Macro • Competitor's Analysis ~Michel Porter's five force model • Business Environment Analysis and Strategic Management- Implementation of strategy and evaluation. 	
Unit - 2	Economic Environment	Hours: 12
	A) Meaning and Definition of Economic Environment <ul style="list-style-type: none"> • Nature of Economy • Economic policies in brief: <ol style="list-style-type: none"> a) Industrial Policy b) Monetary Policy c) Fiscal Policy d) Foreign Trade Policy e) Foreign Exchange Policy 	
Unit - 3	Political and Government Environment	Hours: 12
	<ul style="list-style-type: none"> • Meaning and Definition of Political Environment • Economic Role of Government in India • Liberalisation- meaning and ways of Liberalisation • Privatisation and Disinvestment- meaning, objectives and methods of Privatisation • Globalisation- Concept and meaning, Ways of Globalisation (10 rules) 	
Unit - 4	Social and Cultural Environment	Hours: 12
	<ul style="list-style-type: none"> • Meaning and Definition of Social Environment • Concept of Business Ethics • Business and Culture <ol style="list-style-type: none"> a) Meaning of Culture b) Elements of Culture c) Cultural Adaption d) Cultural Transmission 	
Unit 5	Technological Environment	Hours: 12
	<ul style="list-style-type: none"> • Meaning and Definition of Technological Environment • Innovations 	



- Technological and Competitive Advantage
- Sources of Technological Dynamics
- Impact of Technology on Globalization
- Transfer Of Technology

REFERENCES

- Business Environment: Francis Cherunilam - Himalaya Publishing house
- Essentials of Business Environment: K. Aswathapa- Himalaya Publishing house
- Indian Economy: VK Puri & SK Misra - Himalaya publication house
- Development and Environmental Economics - U.C. Kulshrestha - Lakshmi Narain Agarwal
- Aswathappa, Essentials of Business Environment, Himalaya Publishing House, New Delhi
- Business Environment Raj Aggarwal Excel Books, Delhi
- Strategic Planning for Corporate Ramaswamy V McMillan, New Delhi



Bachelor of Business Administration (B.B.A.)					
Semester	V	Course Title	Business Research Methods	Course Code	
Type of Course	SEC	Credit	02	Theory	02 Hours
Practical	NIL	Teaching Hours	30	Internal Marks	25
External Marks	25	Total Marks	50	External Exam Time	1 Hours

COURSE OUTCOMES:

- To introduce the basic concepts in research methodology in management. This course addresses the issues inherent in selecting a research problem and discuss the techniques and tools to be employed in completing a research project. This will also enable the students to prepare report writing.

Pedagogy: Theory, Exercise

COURSE CONTENT

Unit-1	Introduction to Research	Hours: 12
	<ul style="list-style-type: none"> Concept of Research Types of Research. Nature/ Features of Research. Scope and Areas of Research. Process or stages to conduct Research. (Overview of Research Process) Defining Research Problem and formulating Research Objective Concept of Literature Reviews and Finding Research gap. 	
Unit - 2	Decision Areas of Research	Hours: 12
	<ul style="list-style-type: none"> Data Sources (Primary and Secondary). Research Instrument (Designing Questionnaire – stages and types of questions). Sampling – Concept, Benefits and limitations. Concept of Sampling Unit, Sample size and sampling procedure (types) Contact Methods (Interview, Mail and Online). 	
Unit - 3	Research Report	Hours: 06
	<ul style="list-style-type: none"> Collection and analysis of Research Data (Only study of basic tools of Microsoft Excel) Deriving Interpretation and conclusion of Research study Research Report- Concept, qualities/ characteristics, Types of Research Report (Technical and Popular), Precautions while writing Research Report 	

Skill Development Activities: Practical Applications, case study, writing research paper, research projects.

REFERENCES

- Research Methodology – C R Kothari –WISHWA PRAKASHAN
- Business Research Methods- Donald-R-Cooper-Pamela-S-Schindler – McGraw Hill Irwin
- Research Methodology – Mukul and Deepa Gupta- PHI
- Research Methodology – DK Bhattacharya- Excel Publication
- Research Methodology – A step by step guide for Biginners- Ranjit Kumar- Sage Publication



CURRICULUM

For

B.B.A.

Semester – 6

(With effective from Nov./Dec.- 2025)



Bachelor of Business Administration (B.B.A.)					
Semester	VI	Course Title	Internship Training/Field Project	Course Code	
Type of Course	Major	Credit	04	Theory	00
Practical Hours	120	Teaching (Guidance)Hours	04	Internal Marks	00
External Viva Marks	100	Total Marks	100	External Exam Time	---

COURSE OUTCOMES:

- To apply theoretical knowledge to identify, analyze and propose solutions to real world problems.
- To conduct effective research using appropriate methodology and tools to gather and interpret the data.
- To develop the skills of drafting research report.

The Project Report must be an Original One and Plagiarism rules will be applicable as per University instructions and guidelines. **The Project Report carries 04 credits** and shall be evaluated by the panel of examiners constituted by the University.

Every student shall prepare a report on one of the special topics from the subjects given below pertaining to the organization in which he has been placed for training. The report must contain data for minimum period of last five years or a student may prepare a research-based project on any one of the topics listed below.

1. Materials Management/Operations Management
2. Human Resource management,
3. Financial management,
4. Management Accounting.
5. Marketing Management.

PART-B: GENERAL INSTRUCTIONS FOR PREPARATION OF REPORT:

- The Practical Studies curriculum shall be assigned an overall 04 credits equivalent workload.
- All the students shall draft their report independently, which shall be checked and certified by the faculty concerned
- The Student shall prepare his/her Practical Studies report in two copies, First Copy submitted to College, Second copy as his/her Personal Copy.
- Draft report must be in the following format:
 - a. Report must be typed in the Font size 14pt, Time New Roman, 1.5 spacing in A4 size paper and printed on both sides of paper.
 - b. Title Page: Full name of students, Semester number, roll/seat number, name of business unit visited, name of academic institutions, etc.
 - c. Guide certificate
 - d. Student's declaration regarding originality of the report.
 - e. Acknowledge
 - f. Preface/Introduction
 - g. Index with contents and page number
 - h. Main part of the report
 - i. Conclusion and suggestions
 - j. Bibliography (if any)
 - k. Appendix (if necessary)



- Only Practical aspects are required. Therefore, the Book-concepts should be avoided from the report so far possible.
- The report shall be assessed by the panel of examiners appointed by the University. The student also shall be examined by Viva-voce by the same panel of examiners.



Bachelor of Business Administration (B.B.A.)					
Semester	VI	Course Title	Integrated Marketing Communication (Marketing Group)	Course Code	
Type of Course	Major (Marketing)	Credit	04	Theory	04 Hours
Practical	NIL	Teaching Hours	60	Internal Marks	50
External Marks	50	Total Marks	100	External Exam Time	2 Hours

COURSE OUTCOMES:

- Analyze meaning, position, and the Role of IMC in Marketing Communication; create the relationship between the ideas and the tools of IMC.
- Demonstrate understanding of the concept of Integrated Marketing Communications (IMC) and the activities entailed in the management of IMC as a process.
- Design appropriate Integrated Marketing Communications (IMC) strategies on the basis of a brand's marketing situation and customer insights.
- Critically use knowledge to produce and creatively present an Integrated Marketing Communications (IMC) plan.

Pedagogy: Theory, Exercise

COURSE CONTENT

Unit-1	Introduction to Integrated Marketing Communication	Hours: 12
	<ul style="list-style-type: none"> • Meaning of marketing, advertising and integrated marketing communication. • Concept of 5Ms of advertising • The evolution of IMC • Reasons for the growing importance of IMC. • The promotional Mix: The tools for IMC 	
Unit - 2	IMC Process and communication process Analysis	Hours: 12
	<ul style="list-style-type: none"> • IMC Process Analysis • The IMC planning process, Role of IMC in the Marketing Process (conceptual analysis), Participants in the IMC process • Communication Process Analysis • Source, Message and channel factors, Communication response hierarchy- AIDA model, Innovation adoption model, Information processing model • CASE STUDY 	
Unit - 3	Planning for Marketing Communication (Marcom)	Hours: 12
	<ul style="list-style-type: none"> • Establishing marcom Objectives and Budgeting for Promotional Programmes • Setting communication objective, • Sales as marcom objective • DAGMAR approach for setting ad objectives. • Budgeting for marcom-Factors influencing budget, Methods to determine marcom budget. • CASE STUDY 	
Unit - 4	Direct Marketing.	Hours: 12
	<ul style="list-style-type: none"> • Concept, advantages/ objectives and disadvantages • Components for Direct Marketing • Tools of Direct Marketing - • Response Advertising • Direct Mail and Internet • Catalogues 	



	<ul style="list-style-type: none">• Telemarketing (outbound and inbound)• CASE STUDY
Unit - 5	Evaluating an Integrated Marketing program Hours: 12
	<ul style="list-style-type: none">• Meaning and importance of measuring communication effectiveness,• The testing process,• Measuring the effectiveness of other promotional tools and IMC,• Concept of pre-testing, concurrent testing, post-testing• CASE STUDY

Skill Development Activities: Practical Applications. (Class discussions, group work) and practical problems solved in class.

- Workshops and interactive sessions.
- Case discussions in class that stress IMC strategy and encourage discussion on key issues.

REFERENCES

- Advertising and Promotion – Integrated Marketing Communication Approach – George and Michael Belch – Tata Mcgraw Hill
- Integrated Marketing Communications – Don Schultz, Stanley I. Tennenbaum, Robert F. Lauterborn – Mcgraw Hill Professional
- IMC & Internet Marketing – Priti Kulkarni – Sharp publication
- Integrated Marketing communication in digital gape – Divyesh Kumar, Varisha Rehman, Zillur Rahman – Willey India.
- Advertising, Promotion, and other aspects of Integrated Marketing Communications with MindTap - J. Craig Andrews | Terence A. Shimp – Cengage Publication



Bachelor of Business Administration (B.B.A.)					
Semester	VI	Course Title	Service Marketing (Marketing Group)	Course Code	
Type of Course	Major (Marketing)	Credit	04	Theory	04 Hours
Practical	NIL	Teaching Hours	60	Internal Marks	50
External Marks	50	Total Marks	100	External Exam Time	2 Hours

COURSE OUTCOMES:

- To know the service concept, its evolution and growth.
- To understand Marketing Mix in service marketing and its effective management.
- To know the service marketing techniques applied in various sectors.

Pedagogy: Theory, Exercise

COURSE CONTENT

Unit-1	Fundamentals of Service Marketing	Hours: 12
	<ul style="list-style-type: none"> • Concept, • Characteristics of services and its marketing Implications, • Classification of Services, • Service Marketing Mix, (7Ps' of Services Marketing) • Growth of Service Sector- Factors and Challenges 	
Unit - 2	Decision areas in Service Marketing	Hours: 12
	<ul style="list-style-type: none"> • Service Designing and Development: Developing and managing Core and Supplementary Services • Service Distribution: Types of contact, Place and time decisions • Pricing the Service: Concept of service pricing, Service Pricing Strategies • Service Promotion: Sources of Communication – Traditional Sources, Channel Sources, Online sources, external sources 	
Unit - 3	Service Marketing Decisions in Extended Marketing Mix	Hours: 12
	<ul style="list-style-type: none"> • Process: Service Blueprinting – Concept and Components, Service Process Redesign • People: Service Triangle, Role of employees in service delivery. • Physical Evidence: Servicescape- Meaning, Types and uses of Service Environment 	
Unit - 4	Service Quality, Demand and Capacity Management	Hours: 12
	<ul style="list-style-type: none"> • Capacity Analysis – Understanding Capacity • Demand Patterns • Strategies for demand and capacity management • Concept of Service Quality • Measures of Service Quality- Soft and Hard Measures 	
Unit - 5	Understanding Service Sectors	Hours: 12
	Brief idea of following Service Sectors: <ul style="list-style-type: none"> • Education Marketing • Hospital Marketing • Tourism Marketing • Hotel Marketing • Financial Services Marketing 	
Skill Development Activities: Practical Applications.		



REFERENCES

- WirtzJochen, Lovelock Christoper, Services Marketing: People Technology Strategy, PearsonEducation,9e,2022.
- Valarie A. Zeithaml, Mary Jo Bitner, Dwanye D. Gremler , Ajay Pandit, Services Marketing - Integrating Customer Focus Across the Firm, McGraw Hill Education ,2018.
- S.M. Jha, Services marketing, Himalaya Publishers, India.
- Ravi Shanker , Services Marketing, First Edition, Excel Books, NewDelhi 2008.



Bachelor of Business Administration (B.B.A.)					
Semester	VI	Course Title	Security Analysis and Portfolio Management – I (Finance Group)	Course Code	
Type of Course	Major (Finance)	Credit	04	Theory	04 Hours
Practical	NIL	Teaching Hours	60	Internal Marks	50
External Marks	50	Total Marks	100	External Exam Time	2 Hours

COURSE OUTCOMES:

- To Identify investment opportunity.
- To enhance ability to evaluate financing opportunities in market.

Pedagogy: Case studies, examples and problem-solving exercises, Group discussions.

COURSE CONTENT

Unit-1	Portfolio Management – An Introduction	Hours: 12
	<ul style="list-style-type: none"> • A) Investment- Meaning, Characteristics, Objectives, Investment V/s Speculation, Investment V/s Gambling and Types of Investors • B) Portfolio Management – Meaning, Evolution, Phases, Role of Portfolio Managers, Advantages of Portfolio Management. • C) Investment Environment- Investment Environment in India and factors conducive for investment in India. 	
Unit - 2	Portfolio Analysis	Hours: 12
	Portfolio Analysis – Meaning and its Components, Calculation of Expected Return and Risk, Calculation of Covariance, Risk – Return Trade off.	
Unit - 3	Portfolio Selection	Hours: 12
	<ul style="list-style-type: none"> • Portfolio Selection – Meaning, Feasible Set of Portfolios, Efficient Set of Portfolios, Selection of Optimal Portfolio, Measuring Security Return and Portfolio Return. 	
Unit - 4	Portfolio Revision and Evaluation	Hours: 12
	<ul style="list-style-type: none"> • A) Portfolio Revision – Meaning, Need, Constraints and Strategies. • B) Portfolio Evaluation – Meaning, Need, Measuring Returns (Sharpe, Treynor and Jensen Ratios) and Decomposition of Performance 	
Unit - 5	Bond Valuation	Hours: 12
	<ul style="list-style-type: none"> • A) Bond Valuation – Meaning, Measuring Bond Returns – Yield to Maturity, Yield to call • B) Bond Pricing – Introduction, Bond Pricing Theorems, Bond Risks and Bond Duration. 	

Skill Development Activities: Expert lectures, role plays, Seminars

REFERENCES

- S. Kevin – Security Analysis and Portfolio Management.
- Chandra P. – Investment analysis and portfolio management, Tata McGraw Hill
- Financial management – Dr V K Palanivelu , S. Chand
- Bodie, Kane, Marcus, mohanty – Investments, Tata McGraw –Hill



Bachelor of Business Administration (B.B.A.)					
Semester	VI	Course Title	Security Analysis and Portfolio Management – II (Finance Group)	Course Code	
Type of Course	Major (Finance)	Credit	04	Theory	04 Hours
Practical	NIL	Teaching Hours	60	Internal Marks	50
External Marks	50	Total Marks	100	External Exam Time	2 Hours

COURSE OUTCOMES:

- Develop expertise in Portfolio management strategies for decision-making.
- Gain practical knowledge of risk and return analysis.
- Understand and apply Investment strategies.

Pedagogy: Case Studies, Discussions, Hands-On Exercises, Expert Lectures

COURSE CONTENT

Unit-1	Introduction to Investment	Hours: 12
	<ul style="list-style-type: none"> • Definition of Investment, Nature and scope of investment, Features of Investment, Investment Alternatives, Process of investment, Risk and return in investment, types of return of investment, sources of risks for investment 	
Unit - 2	Fundamental Analysis	Hours: 12
	<ul style="list-style-type: none"> • A) Economy Analysis- Introduction, Meaning, Framework of Economic Analysis, • B) Industry Analysis- Concept of Analysis, Industry Life Cycle, Industry Characteristics • C) Company Analysis- Financial Statements, Analysis of Financial Statements and Assessment of risk (Leverages) 	
Unit - 3	Technical Analysis	Hours: 12
	<ul style="list-style-type: none"> • Meaning and Principles of Technical Analysis, Price Chart, Line Chart, Bar Chart, Candlestick Chart, Chart Patterns, Fundamental Analysis V/s Technical Analysis 	
Unit - 4	Efficient Market Theory	Hours: 12
	<ul style="list-style-type: none"> • A) The Efficient Market Hypothesis • B) Forms of Market Efficiency • C) Competitive Market Hypothesis 	
Unit - 5	Capital Asset Pricing Model	Hours: 12
	<ul style="list-style-type: none"> • A) CAPM – Fundamental Notions of Portfolio Theory, Assumption of CAPM, Capital Market Line, Security Market Line and Pricing of Securities with CAPM. B) Arbitrage Pricing Theory (APT) – The Return Generating Model, Factors Affecting Stock Return, APT V/s CAPM. 	

Skill Development Activities: case studies, expert lectures, seminars

REFERENCES

- Investment analysis and Portfolio management – **by Reilly/Brown, cengage Learning**
- Investment Analysis and Portfolio Management – **by Prasanna Chandra, Tata McGraw Hill**
- Security analysis and portfolio management – **by Sudhindra Bhatt**
- Security analysis and portfolio management – **by R. Singh Excel book**



Bachelor of Business Administration (B.B.A.)					
Semester	VI	Course Title	Cross-Cultural HR and Industrial Relations (Human Resource Group)	Course Code	
Type of Course	Major (HR)	Credit	04	Theory	04 Hours
Practical	NIL	Teaching Hours	60	Internal Marks	50
External Marks	50	Total Marks	100	External Exam Time	2 Hours

COURSE OUTCOMES:

- Analyze the impact of culture on HR practices and industrial relations.
- Understand and apply theories and models of cross-cultural management.
- Identify the key elements of industrial relations and their relevance to HRM
- Design strategies for managing cross-cultural issues in HR and resolving industrial disputes effectively

Pedagogy: Lectures, Case Studies, Role Plays, Group Discussions

COURSE CONTENT

Unit-1	Introduction to Cross-Cultural HRM	Hours:12
	<ul style="list-style-type: none"> • Introduction to concept of culture and nationality • Impact of culture on International Business Environment • Definition and Significance of Cross-Cultural HRM • Managing Diversity: Importance and Challenges • Cross-cultural Communication and its Impact on HRM 	
Unit - 2	Cross-Cultural Leadership and HR Practices	Hours:12
	<ul style="list-style-type: none"> • Leadership Styles and Their Cross-Cultural Variations • Global Leadership: Strategies for Managing Diverse Teams • Human Resource Development in a Cross-Cultural Context • Conflict Resolution and Cross-Cultural HR Challenges 	
Unit - 3	Industrial Relations: Theories and Concepts	Hours:12
	<ul style="list-style-type: none"> • Definition and Scope of Industrial Relations (IR) • Industrial Relations System: Components and Stakeholders • Industrial Disputes: Causes and Resolution Mechanisms • Labor Laws in India: Historical Development and Current Framework Pertaining to Industrial Relations. • Role of Trade Unions and Employers' Associations 	
Unit - 4	Cross-Cultural Issues in Industrial Relations	Hours:12
	<ul style="list-style-type: none"> • Cross-Cultural Perspectives on Industrial Relations • Managing Cross-Cultural Conflict in the Workplace • Legal Frameworks for Cross-Cultural Industrial Relations • International and Indian Approaches to Industrial Relations, Labour Unions and MNCs , Response of Labour Unions to MNCs. • Role of HR in Handling Cross-Cultural Conflicts in IR 	
Unit - 5	Future Trends in Cross-Cultural HR and Industrial Relations	Hours:12
	<ul style="list-style-type: none"> • Emerging Global Trends in Cross-Cultural HRM and Industrial Relations • Impact of Globalization on HR and Industrial Relations • Technology and its Role in Managing Cross-Cultural Teams and IR • Future of Industrial Relations in India and Globally 	



- Managing Multinational Work force with respect to Labor Relations in a Global Economy

Skill Development Activities:

- Case Study: Role of technology in managing cross-cultural HR, Industrial disputes and resolution mechanisms in India
- Role Play on managing cross-cultural teams, handling cross-cultural industrial dispute
- Group Discussion on Influence of Culture on HR Practices, cultural differences in global HRM, managing labour relations in multinational firms
- Student Presentations on Leadership styles and HR Practices in different cultures

REFERENCES

- **Books:**
 - **Cross-Cultural Management: Essential Concepts** by David C. Thomas and Mark F. Peterson, Sage Publication
 - **Industrial Relations: A Contemporary Approach** by A. P. S. Ahuja, Macmillan India
 - **International HRM** by Peter J. Dowling, Marion Festing, and Allen D. Engle, Cengage Learning
 - **International Human Resource Management** by Bhattacharya, M.S.Sengupta, N.,Excel Books, New Delhi.
 - **Understanding Cross Cultural Management** by Browaeys M.J and Price R, Prentice Hall, New Delhi.
 - **Industrial Relations in India** by S.K.Sasikumar and R.K.Mishra, Oxford University Press India, 2018
 - **Cultures and Organisations: Software of the Mind** by Geert Hofstede, Gert Jan Hofstede and Micheal Minkov, McGraw Hi
- **Journals and Articles:**
 - "Journal of Cross-Cultural Management"
 - "Industrial Relations Research Journal"
 - Articles on cross-cultural HRM and industrial relations in India
- **Websites/Online Resources:**
 - HR websites like SHRM (Society for Human Resource Management)
- National Labour Relations Board (www.nlr.gov)



Bachelor of Business Administration (B.B.A.)					
Semester	VI	Course Title	Talent Acquisition (Human Resource Group)	Course Code	
Type of Course	Major (HR)	Credit	04	Theory	04 Hours
Practical	NIL	Teaching Hours	60	Internal Marks	50
External Marks	50	Total Marks	100	External Exam Time	2 Hours

COURSE OUTCOMES:

- Understand the end-to-end process of talent acquisition, from job analysis to onboarding.
- Implement effective recruitment strategies aligned with organizational needs.
- Use tools and techniques for sourcing, screening, and selecting talent.
- Evaluate the effectiveness of recruitment campaigns and improve talent acquisition processes.
- Leverage technology, data analytics, and social media platforms in talent acquisition.

Pedagogy: Lectures, Case Studies, Role Plays, Group Discussions

COURSE CONTENT

Unit-1	Introduction to Talent Acquisition	Hours:12
	<ul style="list-style-type: none"> • Definition and Importance of Talent Acquisition in HRM • Key Components of Talent Acquisition: Recruitment, Selection, and Onboarding • Recruitment vs. Talent Acquisition: Understanding the Difference • Organizational Goals and the Role of Talent Acquisition • Legal and Ethical Aspects of Talent Acquisition 	
Unit - 2	Sourcing Talent	Hours:12
	<ul style="list-style-type: none"> • Talent Sourcing Strategies: Internal vs. External Sourcing • Job Portals, Employee Referrals, and Headhunting • Social Media Recruiting: LinkedIn, Twitter, Facebook • Employer Branding and its Role in Sourcing Talent • Passive Candidate Sourcing: Strategies and Techniques 	
Unit - 3	Screening and Selection of Candidates	Hours:12
	<ul style="list-style-type: none"> • Screening Methods: Resumes, Cover Letters, and Video Resumes • Interviewing Techniques: Behavioral, Situational, and Technical Interviews • Pre-employment Assessments and Psychometric Tests • Selection Methods: Structured vs. Unstructured Interviews • Diversity and Inclusion in Candidate Selection 	
Unit - 4	Onboarding and Integration	Hours:12
	<ul style="list-style-type: none"> • The Importance of Onboarding: Role in Employee Retention and Engagement • Designing an Effective Onboarding Program • New Hire Orientation: Best Practices • Integrating New Employees into Organizational Culture • Technology in Onboarding: Digital Onboarding and eLearning 	
Unit - 5	Measuring and Improving Talent Acquisition Effectiveness	Hours:12
	<ul style="list-style-type: none"> • Key Performance Indicators (KPIs) in Talent Acquisition • Recruitment Metrics: Time to Fill, Cost per Hire, and Quality of Hire • Analyzing the ROI of Recruitment Campaigns • Continuous Improvement in Talent Acquisition Processes • Trends in Talent Acquisition: AI, Automation 	

Skill Development Activities:



- Case Studies on Talent acquisition strategies in multinational companies, Best practices in screening and selection from global firms
- Group Discussion on Leveraging AI and automation in recruitment, the role of talent acquisition in achieving organizational goals, ethical issues in recruitment, challenges in onboarding and its solutions,
- Role Play on Conducting an interview using behavioral techniques, conducting a structured interview for a given role.

REFERENCES

- **Books:**
 - **Human Resource Management: Text and Cases** by K. Aswathappa, Tata McGraw-Hill Education
 - **Talent Acquisition: A Guide to Understanding and Implementing the Latest Strategies** by Rajeev Rathi, PHI Learning
 - **Recruitment and Selection: A Study of Best Practices** by A.P.S. Ahuja, Macmillan India
 - **Employee Recruitment, Selection, and Assessment: Contemporary Issues for Theory and Practice** by R. L. Luthans, McGraw-Hill
 - **Human Resource Management** by Gary Dessler, Pearson Education
 - **Strategic Talent Management: A Guide to Developing HR Practices**, by Peter J. Dowling, Marion Festing, and Allen D. Engle, Cengage Learning.
 - **Talent Acquisition: A Strategic Approach** by Pravin S., SAGE Publications
 - **The New Talent Acquisition Frontier: Integrating New Approaches into HR** by Sumanth S., Oxford University Press
 - **Recruitment and Selection: A Framework for Success** by Geoff White, CIPD (Chartered Institute of Personnel and Development)
 - **Hiring for Attitude: A Revolutionary Approach to Recruiting and Selecting People with Both Tremendous Skills and Superb Attitude"** by Mark Murphy, McGraw Hill
 - **The New Talent Acquisition Frontier: Integrating Recruiting, HR, and Marketing** by Peter Cappelli, Wharton School Press, University of Pennsylvania Press
- **Journals and Articles:**
 - "Journal of Human Resource Management"
 - "Talent Management and Leadership"
 - "Harvard Business Review" articles on talent acquisition
- **Websites/Online Resources:**
 - SHRM (Society for Human Resource Management): www.shrm.org
 - LinkedIn Talent Solutions Blog: www.linkedin.com/talent-solutions/blog
- Recruiting Daily (www.recruitingdaily.com)



Bachelor of Business Administration (B.B.A.)					
Semester	VI	Course Title	Management Accounting	Course Code	
Type of Course	Major	Credit	04	Theory	04 Hours
Practical	NIL	Teaching Hours	60	Internal Marks	50
External Marks	50	Total Marks	100	External Exam Time	2 Hours

COURSE OUTCOMES:

- To develop conceptual understanding regarding management accounting and use of accounting data for managerial decisions.

COURSE CONTENT

Unit-1	MARGINAL COSTING: -	Hours: 12
	<ul style="list-style-type: none"> Introduction Meaning of Marginal Cost and Marginal Costing Assumptions-Characteristics of Marginal Costing Advantages of Marginal Costing Limitations of Marginal Costing Break -Even Analysis: [Meaning-Assumptions-Utility-Limitations] Important Terms: [BEP- Contribution-PVR- Margin of Safety] Marginal Costing as a Tool for Decision Making Practical Questions 	
Unit - 2	DECISION MAKING	Hours: 12
	Decision Making process <ul style="list-style-type: none"> Adding or discontinuing products, Make or buy decision, Selling or further processing, Selling in foreign market Practical Questions 	
Unit - 3	CASH FLOW STATEMENT:	Hours: 12
	<ul style="list-style-type: none"> Introduction, meaning of term Cash, CashEquivalent, Cash Flow and Cash Flow Statement Classification of Cash Flow Utility and limitation of cash flow statement Preparation of cash flow statement according Indian Accounting Standard - 3 Practical Questions 	
Unit - 4	RATIO ANALYSIS:	Hours: 12
	<ul style="list-style-type: none"> Introduction-Financial Analysis and Interpretation -(Brief Explanation) Meaning and Nature of Ratio - Accounting Ratio and Ratio Analysis Importance & Utility and Limitations of Ratio Analysis Classification of Accounting Ratios <ul style="list-style-type: none"> ○ Traditional Classification: (Revenue, Balance-Sheet and Composite) ○ Functional Classification: (As per Accounting Data and User-Parties, Different Ratios for Solvency, Liquidity, Turnover and Profitability) Practical Questions (Excluding Reverse types of Practical Problems) 	
Unit -5	Corporate Social Responsibility (CSR) (Only Theory)	Hours: 12
	<ul style="list-style-type: none"> - Introduction - Meaning and Concept 	



- Current CSR Norms in India
- Objective Of CSR Policy
- Scope of CSR Activities
- Roll and Responsibility of CSR Committee

REFERENCES

- A Textbook of Cost and Management Accounting. M.N. Arora, Vikas Publishing
- Management Accounting: M.Y. Khan, and P.K. Jain
- Cost Accounting: Theory and Problems, S.N. Maheshwari, and S.N. Mittal, Shree Mahavir Book Depot(Publishers)
- Fundamental of Management Accounting - Ghosh and Gupta
- Management Accounting- Hingorani and Ramnathan
- Introduction to Management Accounting - CT Horngren
- Management Accounting – Principles- R N Anthony
- Management Accounting- N P Shrinivas
- Management Accounting- I M Pandey



Bachelor of Business Administration (B.B.A.)					
Semester	VI	Course Title	Direct Taxes	Course Code	
Type of Course	Minor	Credit	04	Theory	04 Hours
Practical	NIL	Teaching Hours	60	Internal Marks	50
External Marks	50	Total Marks	100	External Exam Time	2 Hours

COURSE OUTCOMES:

- To develop conceptual understanding regarding Direct Tax Laws and to Prepare Returns and make them introduced with assessment procedure.

COURSE CONTENT

Unit-1	Introduction, Definition and Residential Status of an Assessee	Hours: 12
	<ul style="list-style-type: none"> • Introduction: Introduction of Direct Taxes and Methods of Taxes • Definitions: Person, Income, Assessee, Previous Year, Assessment Year, Gross Total Income, Total Income, Agricultural Income. Heads of Income. • Residential status and Incidence of Tax • Filing of E returns 	
Unit -2	Income from Salary	Hours: 12
Unit - 3	Income from House Property	Hours: 12
Unit - 4	Income from Business/Profession	Hours: 12
Unit - 5	Income from Capital Gain	Hours: 12

REFERENCES

- Students guide to income tax- Vinod Singhania, Taxman Publication
- Systematic approach to income tax- Girish Ahuja & Gupta, Bharat Law Publication
- Income Tax: T M Manoahan
- Direct Tax ready reckoner, N. V. Mehta, Kuber Publication



Bachelor of Business Administration (B.B.A.)					
Semester	VI	Course Title	Business English	Course Code	
Type of Course	AEC	Credit	02	Theory	02 Hours
Practical	NIL	Teaching Hours	30	Internal Marks	25
External Marks	25	Total Marks	50	External Exam Time	1 Hours

COURSE OUTCOMES:

- Communicate effectively in professional business settings.
- Write clear and concise business emails, letters, and reports.
- Deliver confident presentations and participate in business meetings.
- Understand and apply business jargon and terminology.
- Demonstrate strong listening and speaking skills in business contexts.

Pedagogy: Lectures, Case Studies, Role Plays, Group Discussions

COURSE CONTENT

Unit-1	Business Writing – Emails, Letters, and Reports	Hours:12
	<ul style="list-style-type: none"> • Structure and Format of Business Emails • Writing Professional Business Letters (Formal and Informal) • Preparing Business Reports: Structure, Clarity, and Precision • Writing Proposals and Recommendations • Tone and Language in Business Writing: Formal vs. Informal 	
Unit – 2	Oral Communication Skills in Business	Hours:12
	<ul style="list-style-type: none"> • Presentations: Structure, Visuals, and Delivery Techniques • Participating in Business Meetings: Expressing Opinions, Giving Feedback • Negotiation Skills: Language of Negotiations and Diplomacy • Effective Telephone Communication: Etiquette and Professional Language • Active Listening: Understanding and Responding to Business Conversations 	
Unit - 3	Business Vocabulary and Expressions	Hours:06
	<ul style="list-style-type: none"> • Common Business Terms and Jargon (e.g., ROI, KPI, SWOT, PESTLE) • Understanding and Using Idiomatic Expressions in Business (e.g., "touch base," "game changer") • Phrasal Verbs Used in Business Communication (e.g., "bring up," "follow up," "take over") 	

REFERENCES

- **Books:**
 - **Business Communication: A Hands-On Approach**, by Meenakshi Raman and Sangeeta Sharma, Oxford University Press
 - **Business English: A Complete Guide** by R.K. Gupta, Excel Books
 - **English for Business Communication** by Simon Sweeney, Cambridge University Press
 - **Business English Handbook** by Paul Emmerson, Macmillan
 - **Business English: A Complete Guide for All Business Professionals** by Andrea B. Geffner, Barron's Educational Series
- **Journals and Articles:**
 - "Journal of Business Communication"
 - Articles on business communication strategies and writing tips in Harvard Business Review
- **Websites/Online Resources:**
 - Business English Pod (www.businessenglishpod.com)
- BBC Learning English – Business English Section (www.bbc.co.uk/learningenglish)



Bachelor of Business Administration (B.B.A.)					
Semester	VI	Course Title	Social Media and Blog Writing	Course Code	
Type of Course	AEC	Credit	02	Theory	02 Hours
Practical	NIL	Teaching Hours	30	Internal Marks	25
External Marks	25	Total Marks	50	External Exam Time	1 Hours

COURSE OUTCOMES:

- Create effective social media posts and blog content that engage readers and followers.
- Understand the principles of SEO and apply them to their social media and blog writing.
- Design content strategies for personal branding and business promotion.
- Analyze and evaluate the impact of content through metrics and engagement on various platforms.

Pedagogy: Workshops, projects, group discussions, case studies, other experiential methods

COURSE CONTENT

Unit-1	Introduction to Social Media and Blogging	Hours:12
	<ul style="list-style-type: none"> • Overview of Social Media: Platforms, Trends, and Influence • The Role of Blogs in Digital Communication and Marketing • Introduction to Different Social Media Platforms (Facebook, Instagram, Twitter, LinkedIn, etc.) • Understanding the Audience: Targeting, Engagement, and Analytics • Content Creation for Social Media and Blogs: Writing Styles, Visuals, and Media Platforms. 	
Unit - 2	Crafting Content for Social Media and Blogs	Hours:12
	<ul style="list-style-type: none"> • Writing for Different Social Media Platforms: Tone, Language, and Style • Writing Engaging Blog Content: Structure, Headlines, and Call-to-Action • Visual Content Creation: Use of Images, Videos, and Infographics • Introduction to SEO for Blogs and Social Media: Keywords, Tags, and Meta Descriptions • Consistency in Posting and Maintaining Content Calendar 	
Unit - 3	Managing Blogs and Social Media for Engagement	Hours: 06
	<ul style="list-style-type: none"> • Building a Blog: Platform Choices (WordPress, Blogger, Medium) • Engaging the Audience: Commenting, Sharing, and Influencer Marketing • Ethical Considerations and Content Copyright Issues 	

Skill Development Activities:

- Case study of successful social media campaigns and blogs.
- Workshop on creating social media posts for different platforms
- Workshop on Use of Canva
- Group Discussion on various social media platforms, ethical issues related to blogging and social media marketing, popular blogs and social media accounts for learning best practices.
- Group Project: Develop a social media campaign for a fictional brand and write a blog post promoting the campaign

REFERENCES

- **Everybody Writes: Your Go-To Guide to Creating Ridiculously Good Content** by Ann Handley.
- **Social Media for Business: A Practical Guide to Facebook, Twitter, LinkedIn, and More**, by S. V. Bhat, Wiley India
- **Social Media Marketing: A Practitioner's Guide**, by Rajeev Bhat, PHI Learning



- **The Art of Social Media: Power Tips for Power Users** by Guy Kawasaki and Peg Fitzpatrick
- **Blogging for Dummies** by Susannah Gardner and Shane Birley, Wiley
- **The Art of Content Writing** by R. K. Gupta, **Cengage Learning India**
- **SEO and Social Media Marketing**, by Harsh Agarwal, **Packt Publishing**.
- **Effective Social Media Marketing: A Guide for Beginners**, by Krishna D., **Sage Publications India**
- **Journals and Articles:**
 - Social Media Marketing: A Strategic Approach by Melissa S. Barker
 - Articles on blogging strategies and trends on HubSpot Blog or Neil Patel Blog
- **Websites/Online Resources:**
 - Medium (www.medium.com)
 - HubSpot Academy (www.academy.hubspot.com)
- Canva (www.canva.com) for content creation and design.