



Raja Mahendra Pratap Singh University, Aligarh



BBA Course Structure & Syllabus



As Per NEP -2020

(To be Effective from 2025 to 2026)

Prof. Pankaj Kumar Varshney

BBA 1ST YEAR**1ST Semester**

	Subject	Type of Subject	Credit
Major 1	Business Organization	T	4
Major 2	Fundamentals of Accounting	T	4
Major 3	Business Communication	T	4
Minor	Business Environment & Ethical Behaviour I	T	3
Vocational		T	3
Co- curricular		T	2

2nd Semester

Major 1	Fundamentals of Management	T	4
Major 2	Business Statistics	T	4
Major 3	MS office & Internet	P	4
Minor	Business Environment & Ethical Behaviour II	T	3
Vocational		T	3
Co- curricular		T	2

BBA 2nd Year**3rd Semester**

Major 1	Business Economics	T	4
Major 2	Taxation Laws	T	4
Major 3	Organization Behaviour	T	4
Minor	Entrepreneurship & Startup Management I	T	3
Vocational		T	3
Co- curricular		T	2

4th Semester

Major 1	Management Accounting	T	4
Major 2	Marketing Management	T	4
Major 3	Digital Marketing	P	4
Minor	Entrepreneurship & Startup Management II	T	3
Co- curricular		T	2
Field Work	Industrial Visit	R	3

BBA 3rd Year**5th Semester**

Major 1	Human Resource Management	T	4
Major 2	Legal & Regulatory Framework	T	4
Major 3	Banking & Insurance Management	T	4
Major 4	Research Methodology	T	4
Internship	Summer Internship	R	4

6th Semester

Major 1	Financial Management	T	4
Major 2	Business Policy	T	4
Major 3	International Business	T	4
Major 4	Event Management	P	4
Research Project	Research Project	R	4

SEMESTER I

	BBA 101: Business Organization Course Objective: To provide students with fundamental knowledge of the structure, types, and functioning of business organizations. The course also focuses on ownership patterns, the role of small and public enterprises, business risks, and the dynamic interface between business and government.	Lectures
Unit 1	Concept, nature, and scope of business; Business as a system: input–process–output model; Business and environment interface: economic, social, legal, political, and technological; Classification of business activities: industry, commerce, and trade; Forms of business ownership: Sole proprietorship, Joint Hindu Family Firm, Partnership firm, Joint stock company, Co-operative organization; Types of companies: private, public, government, one-person company; Organs of a company: shareholders, board of directors, management; Company meetings and resolutions: statutory, annual general meeting, extraordinary general meeting; Choice of form of organization: factors influencing the decision; Stages in the formation and establishment of a firm	15
Unit 2	SMEs (Small and Medium Enterprises):, Meaning, characteristics, and classification, Role and significance in a developing economy, Common problems and government support programs; Public Sector Enterprises: Concept and rationale, Forms: departmental undertakings, public corporations, government companies, Performance, challenges, and reforms; Government initiatives and schemes for small business development	15
Unit 3	Government and business interface: Need and rationale, Forms of government intervention: regulation, promotion, control, and planning; Business risk: Meaning and nature, Causes and types of risk: financial, operational, strategic, compliance, natural, Risk management: need and importance, Techniques of risk handling: avoidance, retention, sharing, and transfer (insurance)	15
Unit 4	Business combinations: Meaning and causes; Types: horizontal, vertical, conglomerate; Forms: mergers, amalgamations, takeovers, joint ventures, cartels, syndicates; Business associations and their roles: Chambers of Commerce and Industry, FICCI (Federation of Indian Chambers of Commerce and Industry), CII (Confederation of Indian Industry), ASSOCHAM (Associated Chambers of Commerce and Industry of India), AIMO (All India Manufacturers' Organization)	15
	Suggested Readings Fundamentals of Business Organization and Management – Y.K. Bhushan Business Organization & Management – C.B. Gupta Business Organization – T.N. Chhabra Business Organization & Management – C.R. Basu	

Semester I







	BBA 102: Fundamentals of Accounting To develop an understanding of principles and fundamentals of accounting done by any business organization.	Lectures
Unit 1	Meaning , nature and concepts of financial accounting, Users of accounting information, Accounting Process,, Users of Accounting Information; Single Entry & Double entry book keeping system; Principles of Accounting; Journal; Ledger : Meaning, need & Importance, Advantages, Posting of transactions to Ledger; Numerical Problems on Ledger. Trial Balance: Preparation, Errors and their Rectification, Numerical Problems on Preparation and Correction of Trial Balance.	15
Unit 2	Final Accounts: Meaning, Types & Objectives, Trading Account, Profit & Loss Account, Balance Sheet Adjustments; Final Accounts of sole traders, Partnership Firm & Non- Profit Organizations; Adjustments at the end of financial year. Bank Reconciliation Statements.	15
Unit 3	Depreciation, Provisions and Reserves: Concept of Deprecation, Causes of Depreciatin, Basic Features of Depreciation, Meaning of Depreciation Accounting, Objectives of Providing Depreciation, Fixation of Depreciation Amount, Method of Recording Depreciation, Methods of Providing Depreciation, Depreciation Policy, AS-6 (Revised) Depreciation Accounting, Provisions and Reserves. Goodwill: Meaning, Importance & Methods of Valuation.	15
Unit 4	Shares and Share Capital: Shares, Share Capital, Accounting Entries, Undersubscription, Oversubscription, Calls in Advance, Calls in Arrears, Issue of Share at Premium, Issue of Share at Discount, Forfeiture of Shares, Surrender of Shares, Issue of Two Classes of Shares, Right Shares, Re-issue of shares. Debentures: Classification of Debentures, Issue of Debentures, different Terms of Issue of Debentures, Writing off Loss on Issue of Debentures, Accounting Entries, Redemption of Debentures.	15
	SUGGESTED READINGS Financial Accounting: T.S.Grewal Financial Accounting : S.M.Shukla An Introduction to Accountancy: S.N.MAheshwari & S.K.Maheshwari Fundamentals of financial Accounting: R.L.Gupta & V.K.Gupta	

SEMESTER I		
	BBA 103: Business Communication To develop an understanding of principles and fundamentals of accounting done by any business organization.	Lectures
Unit 1	Meaning, Nature, and Importance of Communication in Business, Process and Elements of Communication, Types of Communication: Verbal, Non-verbal, Written, Oral, Visual, Channels of Communication: Formal and Informal, Barriers to Effective Communication, Principles of Effective Communication (7 Cs of Communication)	15
Unit 2	Business Letter Writing: Format, Layout, and Types, Letters: Inquiry, Complaint, Order, Sales, Adjustment, Acknowledgement, Email Writing: Structure, Etiquette, and Common Mistakes, Memo and Circular Writing, Resume and Cover Letter Writing, Office Drafting: Notices, Agendas, Minutes of Meeting, Report Writing: Structure, Types (Informational & Analytical), Format	15
Unit 3	Oral Communication: Meaning, Advantages, and Limitations, Public Speaking: Structure, Clarity, and Confidence, Group Discussions: Purpose, Conduct, and Evaluation Criteria, Interviews: Types, Preparation, and Etiquette, Presentation Skills: Preparation, Use of Visual Aids, Delivery Techniques, Role Play and Mock Interview Practice Sessions	15
Unit 4	Business Etiquette in the Digital Age, Communication through Social Media Platforms (LinkedIn, Twitter), Virtual Meetings: Zoom, MS Teams, Google Meet – Netiquette, Cross-Cultural Communication and Global Business Etiquette, Crisis Communication and Media Relations, Ethical Issues in Business Communication.	15
	SUGGESTED READINGS: Business Communication by Meenakshi Raman and Prakash Singh Business Communication Today by Courtland L. Bovee and John V. Thill Essentials of Business Communication by Rajendra Pal and J.S. Korlahalli Effective Business Communication by Herta A. Murphy	

SEMESTER I		
	Business Environment and Ethical Behavior I (Minor Subject) Course Objective: This course aims to help students understand the dynamic relationship between business and its environment, while also fostering a deep appreciation for ethical conduct, corporate responsibility, and sustainable practices essential for long-term business success.	Lectures
Unit 1	Introduction to Business Environment: Meaning, Nature, and Significance of Business Environment; Components of Business Environment: Internal and External; Micro and Macro Environment of Business; Environmental Scanning: Tools and Techniques; Impact of Business Environment on Strategic Planning and Decision-Making	15
Unit 2	Economic and Political Environment: Economic Systems: Capitalist, Socialist, and Mixed Economy; Economic Policies: Industrial Policy, Fiscal Policy, Monetary Policy, EXIM Policy; Liberalization, Privatization, Globalization (LPG) – Concepts and Impact; Political Institutions and Business Environment; Government Role in Business: Regulatory and Promotional	15
Unit 3	Socio-Cultural, Technological, Legal and Global Environment: Socio-Cultural Environment: Demographics, Lifestyle, Social Trends; Technological Environment: Innovation, Automation, Impact on Business; Legal Environment: Key Business Laws (Overview of Companies Act, Labour Laws, Competition Law); Global Environment: WTO, IMF, World Bank, Trade Blocs; Business Responses to Global Challenges	15
	SUGGESTED READINGS: Suresh Bedi - Business Environment K. Aswathappa – <i>Essentials of Business Environment</i> Francis Cherunilam – <i>Business Environment</i>	

SEMESTER II		
	BBA 201: Fundamentals of Management Course Objective: The course aims to provide students with a foundational understanding of the principles, functions, and practices of management. It equips them with essential managerial skills and exposes them to classical, behavioral, and modern approaches to solving organizational challenges in a dynamic business environment.	Lectures
Unit 1	Meaning, Nature, and Scope of Management, Importance and Functions of Management, Levels of Management, Managerial Roles and Skills (as per Mintzberg), Management as an Art, Science, and Profession, Management Challenges in the Contemporary Business Environment	15
Unit 2	Planning: Meaning, Nature, Importance, and Steps of Planning, Types of Plans: Strategic, Tactical, Operational, and Contingency Planning, Objectives and Management by Objectives (MBO), Limitations of Planning, Decision Making: Concept, Process, Types of Decisions, Decision-making Techniques: Quantitative and Qualitative, Creativity in Decision Making, Tools for Decision Making (SWOT, Brainstorming, Cost-Benefit Analysis)	15
Unit 3	Organizing, Staffing, and Controlling: Meaning and principles of organizing, Types of organization structure – Line, Functional, Matrix, and Project-based, Departmentation – Meaning and bases, Delegation of authority, Centralization vs Decentralization; Staffing – Meaning, importance, basics of recruitment, selection, and training; Controlling – Meaning, importance, relationship with planning, steps in control process, types of control – Feedforward, Concurrent, Feedback, and essential techniques – Budgetary control and MIS	15
Unit 4	Schools of Management Thought: Classical School – Scientific Management by F.W. Taylor, Administrative Theory by Henri Fayol, Bureaucratic Model by Max Weber; Behavioral School – Elton Mayo and the Hawthorne Studies, Chester Barnard, Theory X and Y by McGregor, Maslow's Need Hierarchy Theory, Herzberg's Two-Factor Theory.	15
	Suggested Readings: Koontz, H. & Weihrich, H. – Essentials of Management Stoner, James A.F., Freeman, R.E. & Gilbert, D.R. – Management CB Gupta - Principles theory and Practices Robbins, S.P. & Coulter, M. – Management Prasad, L.M. – Principles and Practice of Management Terry, George R. – Principles of Management Rao, V.S.P. – Management Text and Cases	

SEMESTER II		
	BBA 202: Business Statistics The course aims to develop students' ability to understand and apply basic statistical tools and techniques in business decision-making. It focuses on data collection, organization, analysis, and interpretation to support logical and evidence-based management practices.	Lectures
Unit 1	Role of Statistical Techniques in the field of Business and Industry; Classification and tabulation of data, Frequency Distribution; Diagrammatic and Graphical Presentation of Statistical Data; Bar Diagram, Histogram, Frequency Polygon, Frequency Curve & Ogive.	15
Unit 2	Measures of Central Tendency; Mean, Median, Mode; G.M., H.M., ; Measures of Dispersion- Mean Deviation, Standard Deviation and Co-efficient of Variation, Skewness and Kurtosis.	15
Unit 3	Correlation – Karl Pearson and Ranking Methods, Regression, Regression Expressions, Lines of Regression. Interpolation and Extrapolation – Binomial Lagrange and Newton Methods.	15
Unit 4	Analysis of Time Series – Measurement of Trend and relational; Chi Square Test – Independence of Attributes and Goodness of fit. Probability – Definition, Addition and Multiplication rule, conditional Probability, Bays Theorem; Theoretical Distribution; Binomial, Poisson and Normal.	15
	Suggested Reading: Dr. S.C. Gupta – Business Statistics S.P. Gupta – Statistical Methods Srivastava, Shenoy & Sharma – Quantitative Techniques for Managerial Decisions C.R. Kothari – Quantitative Techniques G.C. Beri – Business Statistics	

SEMESTER II (Practical)		
	BBA P01: MS Office and Internet Course Objective: To provide students with hands-on training in MS Office (Word, Excel, and PowerPoint) and Internet usage. The course enables them to create professional documents, perform data analysis, deliver impactful presentations, and use digital tools for business communication and research.	Lectures
Unit 1	<ul style="list-style-type: none"> • Introduction to Word Interface and Basic Functions • Formatting Text, Paragraphs, and Pages (Alignment, Indents, Line Spacing) • Use of Styles, Headers & Footers, Page Numbers • Tables, SmartArt, Charts, and Image Insertion • Using Mail Merge for Personalized Communication • Document Templates: Resume, Invoice, and Proposal • Assignment Examples: <ul style="list-style-type: none"> ○ Create a formatted resume using tables and styles ○ Design a company letterhead and draft an official letter using Mail Merge 	15
Unit 2	<ul style="list-style-type: none"> • Spreadsheet Navigation and Layout • Cell Formatting, Sorting, and Filtering • Basic and Logical Formulas (SUM, AVERAGE, IF, VLOOKUP) • Charts and Graphs – Sales, Finance, Marketing Reports • Data Validation and Conditional Formatting • Pivot Tables for Summarized Data Representation • Assignment Examples: <ul style="list-style-type: none">  Build a monthly expense tracker with charts  Create a student performance report with grades and analytics 	15
Unit 3	<ul style="list-style-type: none"> • Designing Slides with Themes, Layouts, and Consistency • Adding and Formatting Text, Images, and Multimedia • Transitions and Animations for Visual Engagement • Using Charts and SmartArt to Present Business Data • Speaker Notes and Print Layouts for Presentation Sharing • Presentation Etiquette and Delivery Skills • Assignment Examples: <ul style="list-style-type: none">  Make a 6-slide business plan presentation  Present a mini case study using data visual elements 	15
Unit 4	<ul style="list-style-type: none"> • Internet Basics: Browsing, Searching, Safe Practices • Creating and Managing Email (Gmail/Outlook): Attachments, Signatures, CC/BCC • Cloud Storage: Google Drive, OneDrive – Upload, Share, Organize • Google Tools: Google Docs, Sheets, Forms, and Calendar • Online Forms and Surveys – Creating and Analyzing Responses • Cyber Safety: Password Hygiene, Phishing, Online Etiquette • Assignment Examples: <ul style="list-style-type: none">  Create and share a Google Form on customer feedback  Draft a formal email attaching a business proposal 	15
Student Notes	<ul style="list-style-type: none"> • Every student must prepare a Practical File containing all assignments (printouts/screenshots) in an organized manner with cover page, index, and section dividers. • A Final Practical Viva will be conducted at the end of the semester to evaluate practical knowledge, file completion, and understanding of tools. • Viva + File Submission will carry final internal assessment marks. 	

SEMESTER II		
	Business Environment and Ethical Behavior II (Minor Subject) Course Objective: This course aims to help students understand the dynamic relationship between business and its environment, while also fostering a deep appreciation for ethical conduct, corporate responsibility, and sustainable practices essential for long-term business success.	Lectures
Unit 1	Introduction to Business Ethics Business Ethics: Meaning, Nature, Importance; Ethical Dilemmas and Ethical Decision-Making in Business; Ethical Theories: Utilitarianism, Rights Theory, Justice Theory; Factors Influencing Ethical Behavior in Organizations; Corporate Moral Excellence and Ethical Climate	15
Unit 2	Corporate Social Responsibility (CSR) and Corporate Governance Meaning and Importance of CSR; CSR in Indian Context: Legal Framework (Section 135 of Companies Act, 2013); Areas of CSR Activities: Education, Health, Environment, Rural Development; Corporate Governance: Principles, Structure, Role of Board and Committees; Ethics vs Compliance: A Governance Perspective	15
Unit 3	Ethical Issues in Functional Areas and Sustainability Ethical Issues in Marketing, HR, Finance, and Production; Whistleblowing, Insider Trading, Discrimination, Fair Pricing; Role of Ethics in Sustainable Business Practices; Environmental Ethics and Green Business; Case Studies on Ethical Failures and Corporate Scandals (e.g., Satyam, Enron)	15
	SUGGESTED READINGS: A.C. Fernando – <i>Business Ethics: An Indian Perspective</i> P.K. Ghosh – <i>Business Ethics and Corporate Governance</i> C.S.V. Murthy – <i>Business Ethics</i>	

SEMESTER III		
	BBA 301: Business Economics Course Objective: The course aims to equip students with the concepts and tools of micro and macroeconomics essential for managerial decision-making. It helps students analyze demand, cost, pricing, and market structures, along with understanding macroeconomic variables such as inflation, GDP, and fiscal policies to make effective business decisions in a dynamic economic environment.	Lectures
Unit 1	Introduction to Managerial Economics and Demand Analysis: Nature and Scope of Managerial Economics, Role and Significance in Business Decision Making, Relationship with other disciplines, Basic Economic Principles, Micro and Macro Economics – Meaning and Difference; Demand Analysis – Law of Demand, Elasticity of Demand (Price, Income, Cross), Demand Forecasting – Meaning, Objectives, and Methods	15
Unit 2	Production and Cost Analysis: Production Function – Short-run and Long-run, Law of Variable Proportion, Returns to Scale, Isoquants and Isocost Lines, Economies and Diseconomies of Scale; Cost Concepts – Types of Costs (Fixed, Variable, Total, Average, Marginal), Cost Output Relationship – Short-run and Long-run, Break-even Analysis	15
Unit 3	Market Structures and Pricing Practices: Market Structures – Perfect Competition, Monopoly, Monopolistic Competition, and Oligopoly – Features and Price-Output Determination; Price Discrimination, Pricing Methods – Cost Plus, Marginal Cost, Penetration, Skimming, Peak-load Pricing, Administered Pricing; Price Forecasting and Price Leadership	15
Unit 4	Introduction to Macro Economics and Business Environment: National Income – Concepts and Measurement, Circular Flow of Income; Inflation – Types, Causes, Effects, and Control Measures; Monetary and Fiscal Policy – Objectives and Instruments; Business Cycles – Phases and Theories; Balance of Payments and Exchange Rates; Role of Government and RBI in Economic Stabilization	15
	Suggested Readings: D.N. Dwivedi – Managerial Economics H.L. Ahuja – Business Economics P.L. Mehta – Managerial Economics: Analysis, Problems & Cases M.L. Seth – Managerial Economics Christopher R. Thomas & S. Charles Maurice – Managerial Economics: Foundations of Business Analysis and Strategy	

SEMESTER III

	BBA 302: Taxation Laws Course Objective: This course aims to familiarize students with the fundamental provisions of the Income Tax Act, 1961 and Goods & Services Tax (GST). It develops the ability to compute taxable income under various heads and understand basic compliance under GST law	Lectures
Unit 1	Introduction to Income Tax Act, 1961: Basic Concepts – Income, Agricultural Income, Casual Income, Assessed, Assessment Year, Previous Year, Gross Total Income, Total Income; Tax Evasion, Tax Avoidance and Tax Planning – Concepts and Differences; Residential Status – Types and Relevance, Tax Incidence Based on Residential Status; Computation of Income from House Property and Income from Business or Profession (Basic Theory & Simple Numerical)	15
Unit 2	Income under the Head Salaries – Meaning and Components; Allowances- Taxable and Exempted; Perquisites – Meaning and Valuation (Rent-free Accommodation, Car, etc.); Provident Fund – Types and Tax Treatment; Deductions under Section 16; Computation of Taxable Salary Income (Simple Numerical)	15
Unit 3	Income from Capital Gains – Meaning, Types (Short-term and Long-term), Exemptions and Computation (Basic); Income from Other Sources – Meaning and Common Incomes Included; Clubbing of Income and Set-off and Carry Forward of Losses (Introductory); Deductions under Chapter VI-A (80C to 80U – Overview); Computation of Gross Total Income and Total Taxable Income (Simple Numerical)	15
Unit 4	Goods and Services Tax (GST): Meaning and Need for GST, Features and Advantages of GST, Types of GST – CGST, SGST, IGST, UTGST; Taxable Event – Supply under GST, Composition Scheme under GST; Registration under GST – Who is liable, Threshold Limit, Process and Cancellation; Concept of Input Tax Credit (ITC); GST Returns – Types and Due Dates (Overview Only)	15
	Suggested Readings: Dr. Vinod K. Singhania & Dr. Monica Singhania – Students' Guide to Income Tax Dr. H.C. Mehrotra & Dr. S.P. Goyal – Income Tax Law and Accounts T.N. Manoharan & G.R. Hari – Direct Taxes – Laws and Practice V.K. Singhania – Students' Guide to GST and Customs Law Ahuja & Gupta – Systematic Approach to Income Tax	

SEMESTER III

	BBA 303: Organizational Behaviour Course Objective: This course aims to develop an in-depth understanding of individual and group behavior within organizations. It helps students analyze the dynamics of personality, motivation, leadership, power, and organizational culture for effective managerial decision-making.	Lectures
Unit 1	Introduction to Organizational Behaviour – Meaning, Nature, Importance, and Historical Background; Scientific Management and Hawthorne Studies; Models of Organizational Behaviour – Autocratic, Custodial, Supportive, Collegial, and System; Relationship of OB with Other Disciplines – Psychology, Sociology, Anthropology, and Political Science; Perception – Meaning, Process, Nature and Importance, Perceptual Selectivity and Organization; Personality – Meaning and Development, Personality Traits, Determinants of Personality; Attitudes – Meaning, Components, Functions, and Factors Influencing Attitude Formation	15
Unit 2	Learning – Meaning, Principles and Processes of Learning (Behaviourist, Cognitive, and Social Learning Theories); Organizational Reward Systems and Reinforcement; Motivation – Concept, Types of Motives (Primary, Secondary, and General); Theories of Motivation – Maslow’s Need Hierarchy, Herzberg’s Two-Factor Theory, Alderfer’s ERG Theory, Vroom’s Expectancy Theory, McGregor’s Theory X and Y, Ouchi’s Theory Z; Morale – Meaning, Features, and Importance in the Workplace	15
Unit 3	Group Dynamics – Nature and Types of Groups, Dynamics of Formal and Informal Groups; Team – Nature, Types, and Characteristics of Effective Teams; Conflict – Meaning, Sources and Types of Conflict, Conflict Process, Functional and Dysfunctional Conflict; Negotiation – Types, Process, and Strategies; Conflict Management Techniques – Intra-personal, Inter-personal, Inter-group, and Organizational Approaches	15
Unit 4	Power – Meaning, Classification and Sources of Power, Distinction between Power, Authority, and Influence; Contingency Approaches to Power – Situational Use of Power in Organizations; Politics in Organizations – Political Behavior, Political Strategies as a Tool for Power Acquisition; Organizational Culture – Concept, Types, Characteristics, and Dynamics of Culture Formation and Change	15
	Suggested Readings: Stephen P. Robbins & Timothy A. Judge – Organizational Behaviour L.M. Prasad – Organizational Behaviour K. Aswathappa – Organizational Behaviour Fred Luthans – Organizational Behavior M.N. Mishra – Organizational Behaviour	

SEMESTER III

	Business Entrepreneurship and Startup Management I (Minor Subject) Course Objective: This course aims to nurture entrepreneurial thinking and skills among students by exposing them to the fundamentals of entrepreneurship and startup management. It prepares students to identify business opportunities, develop business plans, understand the startup ecosystem, and launch socially responsible and sustainable ventures.	Lectures
Unit 1	Foundations of Entrepreneurship Meaning, Nature, and Characteristics of Entrepreneurship; Evolution and Role of Entrepreneurship in Economic Development; Types of Entrepreneurs: Business, Social, Intrapreneurs, Women Entrepreneurs; Entrepreneurial Competencies and Skills; Myths about Entrepreneurship; Role of Entrepreneurship in Make in India, Start-up India & Aatmanirbhar Bharat	15
Unit 2	Entrepreneurial Process and Opportunity Identification The Entrepreneurial Process: From Idea to Execution; Creativity, Innovation, and Idea Generation; Feasibility Analysis – Market, Technical, Financial, Legal; Opportunity Recognition and Selection; Design Thinking for Startups; Case Studies of Successful Entrepreneurs (Indian context)	15
Unit 3	Business Planning and Business Models Business Plan: Meaning, Importance, and Components; Preparation of Business Plan (Executive Summary, Product/Service, Market Analysis, Strategy, Financials); Introduction to Business Models (Canvas Model, Lean Startup); Value Proposition and Customer Segments; MVP (Minimum Viable Product) and Pivot Strategy	15
	SUGGESTED READINGS: S.S. Khanka – Entrepreneurial Development Vasant Desai – Dynamics of Entrepreneurial Development and Management T.V. Rao – Entrepreneurship and Business Development David H. Holt – Entrepreneurship: New Venture Creation	

SEMESTER IV

	BBA 401: Management Accounting Course Objective: The course aims to familiarize students with the principles, tools, and techniques of management accounting that assist in planning, controlling, and decision-making. It focuses on the interpretation and analysis of financial data to improve managerial performance and strategic business decisions.	Lectures
Unit 1	Management Accounting: Nature and scope, Advantages and Limitations, Role of Management accountant Financial Statements Analysis : Financial statements & their limitations; Concept of Financial Analysis, Tools of Financial Analysis; Comparative Financial Statements, Common Size Financial Statements, Trend Percentages.	15
Unit 2	Ratio Analysis: Nature & Interpretation, Classification of Ratios, Profitability Ratios, Turnover Ratios, Financial Ratios, Utility and Limitations of Ratios, DUPONT Control Chart. Fund Flow Statement & Cash Flow Analysis : Concept of Funds Flow Statement, Sources and Uses of Funds, Managerial Uses of Funds Flow Analysis, Construction of Fuds Flow Statement, Distribution of Cash from funds, Utility of Cash Flow Statement	15
Unit 3	Budgets & Budgetary Control: Concept of budgets and Budgetary Control, Advantages and limitations, Establishing a system of budgetary control, Preparation of different Budgets, Fixed and Flexible Budgeting, Performance Budgeting and Zero Based Budgeting, Concept of Responsibility Accounting – Types of Responsibility Centers. Standard Costing and Variance Analysis : Meaning of standard cost, Relevance of standard cost for variance analysis, significance of variance analysis, computation of material, labor variance.	15
Unit 4	Marginal Costing and Profit Planning : Marginal Costing differentiated from absorption costing, Direct Costing, Differential Costing, Key factor, Break-Even analysis, Margin of Safety, Cost Volume-Profit Relationship, Advantages, Limitations and Applications of Marginal Costing. Decisions Involving alternative Choices : Concept of Relevant costs, Steps in Decision- Making, Decisions regarding Determination of Sales Mix, Exploring new Markets, Discontinuance of a product Line, Make or Buy, Equipment Replacement, Status Quo, Expand or Contract and Shut-down or Continue.	15
	Suggested Readings: Dr. S.N. Maheshwari & S.K. Maheshwari – Management Accounting M.Y. Khan & P.K. Jain – Management Accounting: Text, Problems and Cases T.S. Grewal – Management Accounting R.P. Rastogi – Management Accounting Horngren, Sundem & Stratton – Introduction to Management Accounting	

SEMESTER IV

	BBA 402: Marketing Management Course Objective: This course aims to provide students with a thorough understanding of modern marketing concepts, tools, and strategies. It enables learners to analyze consumer behavior, design marketing plans, and understand the dynamics of product, price, place, and promotion in competitive environments.	Lectures
Unit 1	Meaning and Functions of Marketing, Marketing Management: Meaning, Nature, and Importance, Core Concepts of Marketing, Marketing Mix – Concept, Elements (4Ps), Extended Mix (7Ps), Dynamics of Marketing Mix, Marketing Process and Orientation, Strategic Marketing – Concept, Importance, and Process	15
Unit 2	Marketing Management: Definitions, Objectives, Key Departments and Functions, Consumer Behavior – Nature, Types, and Factors Influencing Buying Behavior, Consumer Decision-Making Process – Stages and Models, Market Segmentation – Concept, Bases and Process, Target Market Selection – Concepts and Approaches, Positioning – Concept and Importance	15
Unit 3	Product: Meaning, Types, Levels of Product, Product Line and Product Mix, Product Life Cycle (PLC) – Stages and Strategies, Product Positioning – Strategies and Relevance, Branding – Concept, Types, Brand Equity, Packaging – Importance and Functions; Pricing: Meaning, Objectives, Types of Pricing, Factors Influencing Pricing Decisions, Pricing Strategies; Promotion: Concept of Promotional Mix – Advertising, Sales Promotion, Personal Selling, Public Relations, and Direct Marketing; Determinants and Importance of Promotional Mix; Place (Distribution): Marketing Channels – Types, Functions, and Importance, Factors Affecting Channel Choice	15
Unit 4	Emerging Trends in Marketing – Societal Marketing, Green Marketing, Digital Marketing – Overview and Tools, Relationship Marketing and Customer Relationship Management (CRM); International Marketing – Meaning, Features, and Challenges, Factors Influencing Global Marketing Decisions; Rural Marketing – Concept, Features, Opportunities and Challenges in Rural Markets, Rural vs Urban Marketing	15
	Suggested Readings: Philip Kotler, Kevin Lane Keller – Marketing Management Ramaswamy & Namakumari – Marketing Management: Global Perspective, Indian Context S.A. Sherlekar – Marketing Management C.B. Gupta & N. Rajan Nair – Marketing Management Lamb, Hair, McDaniel – Principles of Marketing	

SEMESTER IV (Practical)		
	BBA P02: Digital Marketing Course Objective: To introduce students to the fundamentals of digital marketing tools and platforms, enabling them to create digital content, run basic campaigns, and understand digital consumer behavior through real-time practical assignments.	Lectures
Unit 1	Introduction to Digital Marketing & Website Tools: <ul style="list-style-type: none"> Basics of Digital Marketing: What, Why, and Scope Types of Digital Channels: SEO, SEM, Social Media, Email, Content Difference Between Traditional & Digital Marketing Introduction to Domain, Hosting, and CMS Website Planning and Structure Hands-on Activity: <ul style="list-style-type: none"> Create a basic website/blog using tools like Google Sites or WordPress Add pages: About, Services, Contact Create a digital business card using Canva 	15
Unit 2	Content Creation & Social Media Marketing <ul style="list-style-type: none"> Importance of Content in Digital Marketing Writing Engaging Captions, Blogs, and Ad Copy Image and Video Content Creation (Tools: Canva, Adobe Express) Overview of Social Media Platforms (Facebook, Instagram, LinkedIn, YouTube) Creating Business Pages and Profiles Hands-on Activity: <ul style="list-style-type: none"> Design a social media post for a fictional product Create a 30-second Instagram reel or ad intro Write captions for 3 different types of content (product, event, promotion) 	15
Unit 3	SEO, SEM & Email Marketing Basics <ul style="list-style-type: none"> Introduction to Search Engine Optimization (SEO): On-page & Off-page Keyword Research using tools like Google Trends or Ubersuggest Introduction to Google Ads: Search and Display Basics of Email Marketing and Tools like Mailchimp or Zoho Campaigns Creating Customer Lists, Templates, and Campaigns Hands-on Activity: <ul style="list-style-type: none"> Perform basic keyword research for a blog topic Draft and design an email campaign (newsletter or promo offer) Create a Google Ad mockup (headline, description, URL) 	15
Unit 4	Analytics, Strategy & Online Tools <ul style="list-style-type: none"> Introduction to Digital Marketing Metrics and KPIs Basics of Google Analytics (GA4 Overview) Campaign Tracking: Reach, Engagement, CTR, Conversions Overview of Marketing Funnel: Awareness, Interest, Desire, Action (AIDA) Digital Strategy Creation for a Small Business Introduction to AI tools in digital marketing (ChatGPT, Canva AI, etc.) Hands-on Activity: <ul style="list-style-type: none"> Analyze mock traffic data and create a report Create a simple digital marketing plan for a local business or brand Use Canva/Google Slides to present a campaign proposal 	15
Student Notes	<ul style="list-style-type: none"> Every student must prepare a Practical File containing all assignments (printouts/screenshots) in an organized manner with cover page, index, and section dividers. A Final Practical Viva will be conducted at the end of the semester to evaluate practical knowledge, file completion, and understanding of tools. Viva + File Submission will carry final internal assessment marks. 	

SEMESTER IV

	Business Entrepreneurship and Startup Management II (Minor Subject) Course Objective: This course aims to nurture entrepreneurial thinking and skills among students by exposing them to the fundamentals of entrepreneurship and startup management. It prepares students to identify business opportunities, develop business plans, understand the startup ecosystem, and launch socially responsible and sustainable ventures.	Lectures
Unit 1	Startup Ecosystem and Institutional Support Startup Ecosystem in India – Incubators, Accelerators, Angel Investors, VC, Crowdfunding; Government Schemes and Institutions: MSME, SIDBI, DIC, Startup India Hub, NIESBUD, NABARD; Regulatory Environment: Startup Registration, DPIIT Recognition, Tax Benefits; Role of Academic Institutions and Industry Mentors; Pitching to Investors – Process and Expectations	15
Unit 2	Managing and Growing a Startup Legal Structure: Sole Proprietorship, Partnership, LLP, Private Limited; Financial Management for Startups: Budgeting, Funding Stages, Bootstrapping; Marketing Strategies for Startups: Digital Marketing, Guerrilla Marketing; HR and Team Building in Startups; Scaling up: Strategy, Challenges, and Sustainability; Failure Analysis: Learning from Failed Startups	15
Unit 3	Social Entrepreneurship and Ethics in Startups Concept of Social Entrepreneurship; Models of Social Enterprises; Triple Bottom Line Approach: People, Planet, Profit; Ethical Issues in Entrepreneurship; Role of Ethics, Integrity and Social Responsibility in Startup Success; Case Studies of Social Enterprises (SELCO, Rang De, Goonj)	15
	SUGGESTED READINGS: T.V. Rao – Entrepreneurship and Business Development David H. Holt – Entrepreneurship: New Venture Creation Brijesh Patel & S.G. Mor – Startup and New Venture Management	

Semester IV

Industrial Visit

- To bridge the gap between theoretical knowledge and practical application.
- To provide students with insights into the operational processes, management practices, and challenges faced by industries.
- To enhance students' understanding of various business functions such as marketing, finance, human resources, and production.

Preparation for the Industrial Visit:

- Students should research the industry and company they will be visiting to gain a basic understanding of its operations.
- Prepare questions and topics for discussion during the visit to maximize learning opportunities.
- Review relevant coursework and concepts that may be observed during the visit.

During the Industrial Visit:

- Observe and take notes on the various processes and practices within the industry.
- Engage with industry professionals and ask questions to clarify doubts and gain deeper insights.
- Participate actively in discussions and activities organized during the visit.

Post-Visit Activities:

- Prepare a detailed report summarizing the observations and learnings from the visit.
- Reflect on how the visit has enhanced your understanding of business concepts and practices.
- Discuss the visit with peers and faculty to share insights and experiences.

Viva Examination: At the end of the semester, a viva examination will be conducted to assess students' understanding and learning from the industrial visit. The viva will typically include the following components:

- Presentation of the industrial visit report.
- Questions related to the observations and learnings from the visit.
- Discussion on how the visit has contributed to the student's overall understanding of business operations.

SEMESTER V

	BBA 501: Human Resource Management Course Objective: The course aims to provide students with an understanding of the principles, functions, and practices of Human Resource Management. It focuses on key HR areas such as manpower planning, recruitment, training, performance appraisal, compensation, and employee welfare to prepare students for managing people effectively in organizational settings.	Lectures
Unit 1	Introduction to Human Resource Management – Meaning, Nature, Scope, Objectives, and Significance; Functions of HR Department – Managerial and Operative; Personnel Policies – Meaning, Need, and Types; HR Programs and Procedures – Role in Organizational Effectiveness; Manpower Planning – Objectives, Importance, and Process; Job Analysis – Concept, Methods; Job Description and Job Specification – Meaning and Differences	15
Unit 2	Recruitment – Meaning, Factors Affecting Recruitment, Internal and External Sources; Selection – Process, Types of Selection Tests, Interview Techniques, Common Errors in Selection; Orientation (Induction) – Meaning and Importance; Placement – Concept and Process; Training and Development – Objectives, Importance, Difference Between Training and Development; Training Methods – On-the-Job, Off-the-Job.	15
Unit 3	Compensation Management – Meaning, Objectives, Factors Affecting Compensation, Components of a Compensation Package; Job Evaluation – Concept, Methods; Performance Appraisal – Objectives, Traditional and Modern Techniques; Job Enlargement and Job Enrichment – Concepts, Merits and Limitations; Quality of Work Life (QWL) – Meaning, Components, and Importance; Worker's Participation in Management – Forms and Benefits	15
Unit 4	Employee Welfare – Statutory and Non-Statutory Schemes, Safety and Health Measures; Employee Benefits – Meaning, Types: Fringe Benefits, Social Security Measures, Incentives; Remuneration – Basic Pay, Bonus, Commission, Long-Term Incentives, Perquisites; Grievance Handling – Meaning, Causes, Grievance Redressal Procedure; Discipline – Meaning, Importance, Principles of Effective Discipline; Industrial Relations and Collective Bargaining – Meaning, Process, and Importance in Employee Relations	15
	Suggested Readings: Gary Dessler – Human Resource Management K. Aswathappa – Human Resource Management: Text and Cases V.S.P. Rao – Human Resource Management L.M. Prasad – Human Resource Management C.B. Gupta – Human Resource Management	

SEMESTER V

	BBA 502: Legal & Regulatory Framework Course Objective: The course aims to provide students with foundational knowledge of the legal environment of business. It enables them to understand and apply major commercial laws including contracts, sale of goods, partnerships, and negotiable instruments in day-to-day business transactions.	Lectures
Unit 1	The Indian Contract Act, 1872 – Introduction, Nature and Scope of Contracts, Classification of Contracts, Essentials of a Valid Contract – Offer and Acceptance, Consideration, Capacity to Contract, Free Consent, Legality of Object; Agreements Declared Void; Contingent and Quasi Contracts; Discharge of Contract – Modes and Remedies for Breach of Contract; Special Contracts – Contract of Indemnity, Guarantee, Bailment, and Pledge – Definitions, Rights and Duties of Parties	15
Unit 2	The Sale of Goods Act, 1930 – Meaning and Formation of Contract of Sale, Classification of Goods, Conditions and Warranties, Transfer of Property (Ownership), Transfer of Title by Non-Owners, Performance of Contract of Sale – Duties of Buyer and Seller; Unpaid Seller – Meaning, Rights against Goods and Buyer; Sale by Auction – Rules and Legal Effects	15
Unit 3	The Indian Partnership Act, 1932 – Definition and Nature of Partnership, Essentials of a Valid Partnership, Types of Partners, Partnership Deed, Registration of Firms – Procedure, Effects of Non-Registration, Rights and Duties of Partners – Inter Se and in Relation to Third Parties; Minor as a Partner, Dissolution and Reconstitution of Firms, Implied Authority of Partners	15
Unit 4	The Negotiable Instruments Act, 1881 – Meaning, Characteristics, and Types of Negotiable Instruments – Promissory Notes, Bills of Exchange, Cheques; Crossing of Cheques – Meaning and Types; Holder and Holder in Due Course, Payment and Collection of Cheques and Demand Drafts, Discharge and Dishonor of Negotiable Instruments, Noting and Protesting; Penalties for Dishonor of Cheques due to Insufficiency of Funds under Section 138	15
	Suggested Readings: N.D. Kapoor – Elements of Mercantile Law M.C. Kuchhal & Vivek Kuchhal – Business Law Avtar Singh – Business Law / Mercantile Law P.C. Tulsian – Business Law S.S. Gulshan – Business Law	

SEMESTER V		
	BBA 503: Banking and Insurance Management Course Objective: The course aims to provide students with foundational knowledge of the legal environment of business. It enables them to understand and apply major commercial laws including contracts, sale of goods, partnerships, and negotiable instruments in day-to-day business transactions.	Lectures
Unit 1	Introduction to Banking – Meaning, Nature, and Evolution of Banking in India; Types of Banks – Commercial Banks, Cooperative Banks, Development Banks, Payment Banks, Small Finance Banks; Functions of Commercial Banks – Primary and Secondary Functions; Credit Creation – Process and Limitations; Structure of Indian Banking System – RBI, Public Sector Banks, Private Banks, Foreign Banks, RRBs, NBFCs; RBI – Role and Functions, Monetary Policy and Tools (CRR, SLR, Repo, Reverse Repo, Bank Rate, etc.)	15
Unit 2	Banking Operations and Services – Types of Bank Accounts (Savings, Current, Recurring, Fixed Deposits); Banking Instruments – Cheques, Drafts, Debit and Credit Cards, RTGS, NEFT, IMPS; E-Banking – Mobile Banking, Internet Banking, Core Banking Solutions (CBS); Lending Operations – Principles of Sound Lending, Types of Loans (Retail and Corporate), Modes of Credit Delivery – Cash Credit, Term Loans, Overdraft; NPA (Non-Performing Assets) – Meaning, Classification, Causes, and Impact; Basel Norms – Overview and Importance in Risk Management	15
Unit 3	Introduction to Insurance – Concept, Nature, Need, and Functions of Insurance; Principles of Insurance – Utmost Good Faith, Insurable Interest, Indemnity, Contribution, Subrogation, Proximate Cause; Types of Insurance – Life Insurance and General Insurance (Fire, Marine, Health, Motor); Life Insurance – Types of Policies (Whole Life, Term, Endowment, ULIPs), Surrender Value, Nomination, Assignment; General Insurance – Types and Coverage; IRDAI – Role, Objectives, Powers, and Functions	15
Unit 4	Insurance and Risk Management – Concept of Risk and Risk Types, Risk Management Process in Insurance, Reinsurance – Concept and Need; Claims Procedure – Life and General Insurance (Filing, Documentation, and Settlement); Customer Grievance Redressal Mechanism in Banking and Insurance; Emerging Trends – Bancassurance, Digital Insurance, Insurtech, Fintech, Cyber Insurance; Regulatory Framework – An Overview of RBI, IRDAI, SEBI and Ombudsman Mechanism in Banking and Insurance	15
	SUGGESTED READINGS: E. Gordon & K. Natarajan: Banking Theory Law and Practice P.K. Gupta: Insurance and Risk Management S.N. Maheshwari & S.K. Maheshwari: Banking Law and Practice Dr. Neelam C. Gulati: Principles of Insurance Management Jyotsna Sethi & Nishwan Bhatia: Elements of Banking and Insurance	

SEMESTER V		
	BBA 504: Research Methodology Course Objective: This course introduces students to the concepts, tools, and techniques of business research. It develops analytical skills required to formulate research problems, collect and analyze data, and prepare structured research reports for effective decision-making.	Lectures
Unit 1	Introduction to Research: Meaning, Characteristics, Objectives, and Significance; Types of Research; Research Process: Steps in conducting research; Formulating the Research Problem: Defining objectives and hypotheses; Research Design: Concept, Features, Types – Exploratory, Descriptive, Experimental; Errors in Research: Sources of experimental and systematic errors; Ethics in Research: Ethical concerns in business research and plagiarism	15
Unit 2	Sampling Fundamentals: Census vs Sampling, Advantages and Limitations; Sampling Process and Criteria of Good Sample Design; Types of Sampling Techniques: Probability and Non-probability; Sampling Distribution and Determination of Sample Size; Hypothesis Testing: Null and Alternative Hypotheses, Type I and Type II Errors; Attitude Measurement and Scaling Techniques: Concept of Attitude, Challenges; Types of Scales: Nominal, Ordinal, Interval, Ratio; Scaling Techniques: Likert, Semantic Differential, Thurstone; Criteria for Good Scale	15
Unit 3	Sources of Data: Primary and Secondary Data – Meaning, Differences, and Use; Methods of Primary Data Collection: Observation, Questionnaire, Interview; Designing a Questionnaire: Principles, Format, Types of Questions, Pilot Testing; Sources of Secondary Data: Internal and External; Data Processing: Editing, Coding, Classification, Tabulation of Data; Data Entry: Manual vs Digital (Introduction to Excel/SPSS – Basic Concepts)	15
Unit 4	Descriptive Statistical Analysis: Measures of Central Tendency and Dispersion; Univariate and Bivariate Analysis: Mean, Mode, Median, Correlation, Regression; Introduction to Multivariate Analysis: Factor Analysis, Cluster Analysis; Report Writing: Structure and Types of Reports (Technical, Business, Project Report); Guidelines for Writing a Research Report – Language, Layout, References; Report Presentation: Visual Aids, Tables, Charts, Graphs, Executive Summary; Plagiarism and Citation Tools (APA/MLA styles – introduction)	15
	SUGGESTED READINGS: C.R. Kothari & Gaurav Garg – Research Methodology: Methods and Techniques P. Saravanavel – Research Methodology Sadhu & Singh – Research Methodology in Social Sciences P.C. Tripathi – A Textbook of Research Methodology in Social Sciences Deepak Chawla & Neena Sondhi – Research Methodology: Concepts and Cases (Vikas Publishing) Navin Prakash – Statistical Methods for Research	

Semester V

Summer Internship

Purpose: The summer internship aims to provide students with practical exposure to business operations, allowing them to apply theoretical knowledge in real-world settings and gain valuable work experience.

Preparation:

- Research the industry and company where the internship will take place.
- Prepare questions and review relevant coursework to maximize learning opportunities.
- Set clear learning objectives and goals for the internship.

During the Internship:

- Observe and take notes on various processes and practices within the organization.
- Engage with professionals and ask questions to clarify doubts and gain deeper insights.
- Participate actively in tasks and projects assigned during the internship.

Post-Internship Activities:

- Prepare a detailed report summarizing observations and learnings from the internship.
- Reflect on how the internship has enhanced your understanding of business concepts and practices.
- Discuss insights and experiences with peers and faculty.

Viva Examination: At the end of the semester, a viva examination will be conducted to assess students' understanding and learning from the summer internship. The viva will typically include the following components:

- Presentation of the internship report.
- Questions related to the observations and learnings from the internship.
- Discussion on how the internship has contributed to the student's overall understanding of business operations.

SEMESTER VI		
	BBA 601: Financial Management Course Objective: This course aims to equip students with fundamental concepts, principles, and techniques of financial management. It focuses on key decisions related to investment, financing, dividend, and working capital, enabling students to make informed financial decisions in business organizations.	Lectures
Unit 1	Financial Management – Meaning, Nature, Scope, Objectives, and Importance; Functions of a Financial Manager – Strategic, Operational, and Control Functions; Financial Decision Areas – Investment, Financing, Dividend, and Liquidity; Time Value of Money – Concept, Present Value and Future Value, Annuities (Basics); Risk-Return Trade-Off – Introduction; Cost of Capital – Meaning and Importance; Computation of Cost of Capital – Cost of Equity, Preference Share Capital, Debt, and Retained Earnings; Weighted Average Cost of Capital (WACC)	15
Unit 2	Capitalization – Meaning, Causes and Effects of Over-capitalization and Under-capitalization; Optimum Capitalization – Concept and Relevance; Capital Structure – Meaning, Forms, Determinants of Capital Structure; Theories of Capital Structure – Brief Introduction; Leverage – Meaning and Types: Operating Leverage , Financial Leverage , and Combined Leverage ; EBIT-EPS Analysis – Planning and Designing an Ideal Capital Structure	15
Unit 3	Capital Budgeting – Meaning, Importance, Nature, and Objectives; Types of Capital Investment Decisions – Replacement, Expansion, Modernization, Strategic; Evaluation Techniques: Traditional Methods – Payback Period, Accounting Rate of Return (ARR); Discounted Methods – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index, Discounted Payback; Dividend Policy – Meaning, Factors Influencing Dividend Decisions; Types of Dividend Policies – Stable, Constant, Residual; Dividend Models: Walter Model, Gordon Model, Modigliani and Miller (MM) Hypothesis	15
Unit 4	Working Capital – Concept, Types, Importance; Determinants of Working Capital Requirements; Working Capital Cycle and Estimation; Sources of Working Capital Financing; Management of Key Components; Cash Management – Objectives and Techniques; Receivables Management – Credit Policy, Evaluation of Debtors; Inventory Management – Techniques like EOQ, ABC Analysis (Overview)	15
	SUGGESTED READINGS: I.M. Pandey – Financial Management Prasanna Chandra – Fundamentals of Financial Management Shashi K. Gupta & R.K. Sharma – Financial Management M.Y. Khan & P.K. Jain – Financial Management: Text, Problems and Cases Van Horne & Wachowicz – Fundamentals of Financial Management	

SEMESTER VI		
	BBA 602: Business Policy Course Objective: This course provides an in-depth understanding of business policy formulation and strategic management processes. It equips students to analyze organizational goals, evaluate internal and external environments, and implement strategic decisions for sustainable competitive advantage.	Lectures
Unit 1	Business Policy – Meaning, Nature, Scope, and Importance; Policy vs. Strategy – Distinctions and Relationship; Organizational Purpose – Mission, Vision, Objectives, and Goals; Types of Plans – Strategic, Tactical, Operational; Characteristics of Effective Mission and Vision Statements; Role of Organizational Culture in Strategy Formulation and Implementation; Levels of Strategy – Corporate, Business, and Functional; Linking Strategy with Organizational Values and Purpose.	15
Unit 2	Strategic Planning – Concept, Process, and Importance; Strategic Management – Nature and Components; McKinsey’s 7S Framework – Hard and Soft Elements; PESTLE Analysis – External Environmental Analysis; ETOP (Environmental Threat and Opportunity Profile); SAP (Strategic Advantage Profile); CSF (Critical Success Factors) – Identification and Importance; Internal Environmental Scanning – Resources, Capabilities, and Core Competencies; Corporate Governance – Concept, Principles, and Role in Strategic Management	15
Unit 3	Strategy Formulation – Process and Considerations; Strategic Alternatives – Growth, Stability, Retrenchment, Combination; Business-Level Strategies – Cost Leadership, Differentiation, Focus; Multi-Business Strategies – Diversification (Related and Unrelated); Strategic Alliances – Joint Ventures, Mergers and Acquisitions; Strategic Restructuring – Turnaround, Divestment, Spin-off; Strategic Evaluation – Techniques and Criteria for Selection; Role of Strategic Leadership in Strategy Choice	15
Unit 4	Corporate Portfolio Analysis – BCG Matrix, GE Nine-Cell Matrix, Ansoff’s Product-Market Grid; Gap Analysis – Identifying Strategic Gaps and Bridging Methods; Strategy Implementation – Through Structure, Processes, Leadership, and Culture; Functional Implementation – Marketing, Finance, HR, and Operations; Challenges in Strategy Implementation – Resistance, Communication, Resource Allocation; Strategic Control – Concept, Process, Types (Premise, Implementation, Strategic Surveillance, Special Alert); Feedback and Learning – Continuous Strategic Renewal	15
	SUGGESTED READINGS: Business Policy and Strategic Management – Azhar Kazmi Business Policy and Strategic Management – M.L. Bhasin Strategic Planning for Corporate Success – Ramaswamy & Namakumari Business Policy and Strategy – McCarthy, Minichiello & Curran Strategy and Structure – Alfred D. Chandler Corporate Strategy – Igor H. Ansoff	

SEMESTER VI

	BBA 603: International Business Course Objective: This course provides an in-depth understanding of business policy formulation and strategic management processes. It equips students to analyze organizational goals, evaluate internal and external environments, and implement strategic decisions for sustainable competitive advantage.	Lectures
Unit 1	Meaning, nature, scope, trends, and challenges of international business; Opportunities in international trade and investment Theories of international trade: Mercantile theory, Absolute Advantage, Comparative Advantage, Heckscher-Ohlin Theory International Monetary System – structure and evolution; Overview of international financial markets; Role and functions of: International Monetary Fund (IMF); World Bank Group – IBRD, IFC, IDA, MIGA	15
Unit 2	Globalization: Meaning, forces, dimensions, and stages; Rationale for globalization and its impact on the Indian economy; Liberalization and integration of world economies; Economic reforms in India and global competitiveness; Trade barriers: Tariff barriers – types and effects, Non-tariff barriers – quotas, licenses, technical standards; WTO framework and global trade regulations	15
Unit 3	Strategic planning for global competitiveness; Global organizational structures – matrix, functional, divisional; Global strategies: Cost leadership, differentiation, and focus, International, multidomestic, global, and transnational strategies; Mergers, acquisitions, and takeovers – concepts and implications; Foreign market entry modes; Exporting, licensing, franchising, Joint ventures and wholly owned subsidiaries; Free Trade Zones (FTZs) and Special Economic Zones (SEZs) – features and advantages	15
Unit 4	Socio-cultural environment and managing cross-cultural diversity; Cross-cultural communication – challenges and practices; Country risk analysis – political, economic, social, and legal risks; Macro-environmental risk assessment techniques; Globalization with social responsibility – ethical and policy implications; Global Human Resource Management: International recruitment, selection, and training, Performance appraisal and compensation strategies, Motivation techniques in global contexts	15
	SUGGESTED READINGS: International Business – Francis Cherunilam International Business Environment & Management – V.K. Bhalla International Business Environment – Sundram & Black International Business Management – Shamsher Singh International Business Management – F.L. Bascunan	

SEMESTER VI (Practical)		
	BBA P03: Event Management Course Objective: The objective of this course is to equip students with the knowledge and practical skills required to plan, organize, and execute various types of events effectively. It aims to develop an understanding of event planning processes, budgeting, marketing, risk management, and post-event evaluation, preparing students for careers in event and hospitality industries.	Lectures
Unit 1	Introduction to Event Management & Planning <ul style="list-style-type: none"> • Introduction to Event Management: Concept, Scope & Importance • Types of Events: Corporate, Cultural, Wedding, Sports, MICE (Meetings, Incentives, Conferences, Exhibitions) • Characteristics and Key Elements of Events • Event Planning Process: Pre-event, On-site, Post-event • Roles & Responsibilities of Event Managers and Teams • Assignment Example: <ul style="list-style-type: none"> ○ Design an event proposal for a “College Fest” or “Startup Meet” ○ Create an Event Brief with Objectives, Target Audience, and Timeline 	15
Unit 2	Budgeting, Logistics & Legal Requirements <ul style="list-style-type: none"> • Budget Preparation and Cost Estimation • Resource Planning: Venue, Catering, Transport, Accommodation • Vendor Coordination: Negotiation & Contracts • Permissions and Licenses: Legal formalities (noise, food, police, fire safety) • Event Risk Assessment and Insurance • Assignment Example: <ul style="list-style-type: none"> ○ Prepare a basic budget sheet for a cultural or business event ○ Draft a checklist for event logistics and vendor follow-up 	15
Unit 3	Promotion, Marketing & Sponsorship <ul style="list-style-type: none"> • Marketing Events: Offline vs Online Promotions • Creating Event Branding: Logo, Tagline, Theme • Social Media Promotion Strategy (Instagram, Facebook, LinkedIn) • Designing Event Invitations, Posters, Banners (using Canva) • Finding and Pitching to Sponsors – Sponsorship Proposal Writing • Assignment Example: <ul style="list-style-type: none"> ○ Design a social media poster & caption for an upcoming workshop ○ Write a sponsorship proposal for a college sports event 	15
Unit 4	Event Execution, Team Management & Evaluation <ul style="list-style-type: none"> • Scheduling and Time Management for Event Day • Team Roles: Host, Anchor, Registration Desk, Hospitality, Stage Coordination • Guest Handling, Backstage Coordination, and Crowd Management • Post-event Activities: Feedback, Thank You Notes, Debrief • Event Report Writing and Evaluation Techniques • Assignment Example: <ul style="list-style-type: none"> ○ Prepare a detailed Event Day Schedule with team responsibilities ○ Create an Event Feedback Form and write a post-event summary report 	15
Student Notes	<ul style="list-style-type: none"> • Every student must prepare a Practical File containing all assignments (printouts/screenshots) in an organized manner with cover page, index, and section dividers. • A Final Practical Viva will be conducted at the end of the semester to evaluate practical knowledge, file completion, and understanding of tools. • Viva + File Submission will carry final internal assessment marks. 	

Research Project

Purpose: The research project aims to provide students with an opportunity to apply their theoretical knowledge to real-world business problems, conduct in-depth research, and develop analytical and problem-solving skills.

Preparation:

- Select a relevant and feasible research topic in consultation with your faculty advisor.
- Conduct a literature review to understand the existing research and identify gaps.
- Formulate research objectives and hypotheses.
- Develop a research plan, including methodology, data collection, and analysis techniques.

During the Research Project:

- Collect and analyze data systematically.
- Maintain detailed records of your research process and findings.
- Regularly consult with your faculty advisor for guidance and feedback.
- Prepare a draft of your research report, including an introduction, literature review, methodology, findings, discussion, and conclusion.

Post-Research Activities:

- Finalize your research report, ensuring it is well-organized and free of errors.
- Prepare a presentation summarizing your research objectives, methodology, findings, and conclusions.
- Practice presenting your research to peers or faculty to gain confidence and receive constructive feedback.

Viva Examination: At the end of the semester, a viva examination will be conducted to assess students' understanding and learning from the research project. The viva will typically include the following components:

- Presentation of the research project report.
- Questions related to the research objectives, methodology, findings, and conclusions.
- Discussion on how the research project has contributed to the student's overall understanding of business concepts and practice

References:

- University of Delhi – BBA(FIA) & BMS Program Structure
- University of Lucknow: BBA (NEP) syllabus
- University of Mumbai – Bachelor of Management Studies (BMS) & BBA
- Amrita Vishwa Vidyapeetham – CBCS BBA Syllabus
- Bharati Vidyapeeth University – BBA CBCS Course Structure
- Guru Gobind Singh Indraprastha University (GGSIPU) – BBA Course Content
- University of Rajasthan – BBA Part I–III Syllabus
- IGNOU – Business Administration Program Guide
- NITI Aayog & Startup India Portal – Government guidelines for Entrepreneurship and Startup courses
- Ministry of Education (UGC Curriculum Framework) – NEP-aligned course models