

**SYLLABUS FOR BBA DEGREE AS PER NEP – 2020 REGULATIONS  
IMPLEMENTED FROM THE ACADEMIC YEAR 2021-22**

**I. OBJECTIVES:**

1. To develop the skills required for the application of business concepts and techniques learned in the classroom at the workplace.
2. To provide competent and technical skills personnel to the industry in the area of Marketing, Finance, Human Resource, Data Analytics, Retailing and Logistics And Supply Chain Management. To enhance the employability skills of the management students.
3. To enhance the capability of the students improve their decision-making skills.
4. To encourage entrepreneurship among students pursuing education in the field of Business Administration.
5. To empower students for pursuing professional courses like MBA, Chartered Accountancy, Company Secretary, etc.,
6. To ensure holistic development of Business administration students.

**II. ELIGIBILITY FOR ADMISSION:**

Candidates who have passed Two Year Pre University Course of Karnataka State in any discipline or its equivalent (viz., 10+2 of other states, ITI, Diploma etc.) are eligible for admission into this program.

**III. DURATION OF THE PROGRAM:**

The program of study is Four years of Eight Semesters. A candidate shall complete his/her degree within eight academic years from the date of his/her admission to the first semester. The NEP 2020 provides multiple exit options for students as specified below:

**EXIT OPTION:**

- a. The students who successfully complete ONE year/ 2 Semesters and leave the program, will be awarded Certificate in Business Administration.
- b. The students who successfully complete TWO years/ 4 Semesters and leave the program, will be awarded Diploma in Business Administration.
- c. The students who successfully complete THREE years/ 6 Semesters and leave the program, will be awarded Bachelors Degree in Business Administration ( BBA )
- d. An option is given to the students to continue their education to the Fourth year and those who successfully complete FOUR years/ 8 Semesters will be awarded Bachelors Degree in Business Administration (Hons). [BBA (Hons)]

**IV SKILL DEVELOPMENT / RECORD MAINTENANCE**

In every semester, the student should maintain a record book in which a minimum of 5 exercise or activities per course are to be recorded

## BBA PROGRAM

### Proposed Scheme of Teaching & Evaluation for BBA (Basic / Hons) with Business Administration as Core subject

Semester I					
Sl. No.	Course Code	Title of the Course	Category of Courses	Teaching Hours per Week (L + T + P)	Credits
1	FBA410	Management Principles & Practice	DSC	4+0+0	4
2	FBA420	Fundamentals of Business Accounting	DSC	4+0+0	4
3	FBA430	Marketing Management	DSC	4+0+0	4
4	FBA210	Digital Fluency	SEC-SB	1+0+1	2
5	FBA810 / FBA820	Business Organization / Office Organization and Management	OEC	3+0+0	3

Semester II					
Sl. No.	Course Code	Title of the Course	Category of Courses	Teaching Hours per Week (L + T + P)	Credits
6	FBB410	Financial Accounting and Reporting	DSC	4+0+0	4
7	FBB420	Human Resource Management	DSC	4+0+0	4
8	FBB430	Business Environment/ Business Mathematics	DSC	4+0+0	4
9	FBB810/ FBB 820	People Management / Retail Management	OEC	3+0+0	3

**EXIT OPTION WITH CERTIFICATION – with ability to solve well defined problems**

### Scheme of Evaluation for DSC Papers

Sem	Course No	Course Code	Title of the course	Credit Pattern L:T:P	Total credits	Teaching hours per week	Evaluation pattern			
							C1	C2	C3	Total Marks
I	C1	FBA410	Management Principles and Practice	4:0:0	4	4	20	20	60	100
	C2	FBA420	Fundamentals of Business Accounting	4:0:0	4	4	20	20	60	100
	C3	FBA430	Marketing Management	4:0:0	4	4	20	20	60	100
II	C1	FBB410	Financial Accounting and Reporting	4:0:0	4	4	20	20	60	100
	C2	FBB420	Human Resource Management	4:0:0	4	4	20	20	60	100
	C3	FBB430	Business Environment / Business Mathematics	4:0:0	4	4	20	20	60	100

### Scheme of Evaluation for OEC Papers

Sem	Course No	Course Code	Title of the course	Credit Pattern L:T:P	Total credits	Teaching hours per week	Evaluation pattern			
							C1	C2	C3	Total Marks
I	C1	FBB810	A. Business Organisation <b>OR</b> B. Office Organisation and Management	3:0:0	3	3	20	20	60	100
II	C2	FBB820	A. People Management <b>OR</b> B. Retail Management	3:0:0	3	3	20	20	60	100

Note:

1. Composition of Internal Assessment Marks for C1 – Test – 10 Marks + Assignment & Seminar – 10 Marks
2. Composition of Internal Assessment Marks for C2 - Test – 10 Marks + Skill Development Record – 10 Marks

**MANAGEMENT PRINCIPLES AND PRACTICE****LTP: 4+0+0****4 Hours per week****Course Outcomes: On successful completion of the course, the Students will demonstrate**

- a) The ability to understand concepts of business management, principles and function of management.
- b) The ability to explain the process of planning and decision making.
- c) The ability to create organization structures based on authority, task and responsibilities.
- d) The ability to explain the principles of direction, importance of communication, barrier of communication, motivation theories and leadership styles.
- e) The ability to understand the requirement of good control system and control techniques.

**Module No. 1: INTRODUCTION TO MANAGEMENT**

Introduction –Meaning, Evolution of management thought, Pre-Scientific Management Era, Classical Management Era, Neo-Classical Management Era, Modern Management Era; Nature and Characteristics of Management - Scope and Functional areas of Management; Management as a Science, Art or Profession; Management and Administration; Principles of Management.

**Module No. 2: PLANNING AND DECISION MAKING**

Nature, Importance and Purpose of Planning - Planning Process; Objectives; Types of plans (Meaning only); Decision making- Importance and steps; MBO and MBE (Meaning only)

**Module No. 3: ORGANIZING AND STAFFING**

Nature and purpose of Organization; Principles of Organizing; Delegation of Authority; Types of Organization - Departmentation, Committees; Centralization vs Decentralization of Authority and Responsibility, Span of Control; Nature and importance of Staffing

**Module No. 4: DIRECTING AND COMMUNICATING**

Meaning and Nature of Direction, Principles of Direction; Communication - Meaning and Importance, Communication Process, Barriers to Communication, Steps to overcome Communication Barriers, Types of Communication; Motivation theories – Maslow's Need Hierarchy Theory, Herzberg's Two Factor Theory, Mc.Gregor's X and Y theory. Leadership – Meaning, Formal and Informal Leadership, Characteristics of Leadership; Leadership Styles – Autocratic Style, Democratic Style, Participative Style, Laissez Faire Leadership Styles, Transition Leadership, Charismatic Leadership Style.

**Module No. 5: COORDINATING AND CONTROLLING**

Coordination – Meaning, Importance and Principles. Controlling-Meaning and steps in controlling, Essentials of Effective Control system, Techniques of Control (in brief). Business Social Responsibility - Meaning, Arguments for and against Business Social Responsibility; Green management - Meaning, Green Management Actions; Managerial Ethics – Meaning - Importance of Ethics in Business, Factors that determine Ethical or Unethical behavior.

**Skills Development Activities:**

1. Two cases on the above syllabus should be analyzed by the teacher in the classroom and the same needs to be recorded by the student in the Skill Development Book.
2. Draft different types of Organization structure.
3. Draft Control charts.

**Text Books**

1. Stephen P. Robbins, Management, Pearson
2. Koontz and O'Donnell, Management, McGraw Hill.
3. L M Prasad, Principles of management, Sultan Chand and Sons
4. V.S.P Rao/Bajaj, Management process and organization, Excel Books.GH25
5. T. Ramaswamy : Principles of Management, HPH.

**FUNDAMENTALS OF BUSINESS ACCOUNTING****LTP: 4+0+0****4 Hours per week****Course Outcomes: On successful completion of the course, the Students will demonstrate**

- a) Understand the framework of accounting as well accounting standards.
- b) The Ability to pass journal entries and prepare ledger accounts
- c) The Ability to prepare subsidiaries books
- d) The Ability to prepare trial balance and final accounts of proprietary concern.

Construct final accounts through application of tally.

**Module No. 1: INTRODUCTION TO FINANCIAL ACCOUNTING**

Introduction – Meaning and Definition – Objectives of Accounting – Functions of Accounting – Users of Accounting Information – Limitations of Accounting – Accounting Cycle - Accounting Principles – Accounting Concepts and Accounting Conventions. Accounting Standards – objectives-significance of accounting standards. List of Indian Accounting Standards.

**Module No. 2: ACCOUNTING PROCESS**

Meaning of Double entry system – Process of Accounting – Kinds of Accounts – Rules - Transaction Analysis – Journal – Ledger – Balancing of Accounts – Trial Balance –Problems on Journal, Ledger Posting and Preparation of Trial Balance.

**Module No. 3: SUBSIDIARY BOOKS**

Meaning – Significance – Types of Subsidiary Books –Preparation of Purchases Book, Sales Book, Purchase Returns Book, Sales Return Book, Bills Receivable Book, Bills Payable Book. Types of Cash Book- Simple Cash Book , Double Column Cash Book , Three Column Cash Book and Petty Cash Book(Problems only on Three Column Cash Book and Petty Cash Book), Bank Reconciliation Statement – Preparation of Bank Reconciliation Statement (Problems on BRS)

**Module No. 4: FINAL ACCOUNTS OF PROPRIETARY CONCERN**

Preparation of Statement of Profit and Loss and Balance Sheet of a proprietary concern with special adjustments like depreciation, outstanding and prepaid expenses, outstanding and received in advance of incomes, provision for doubtful debts, drawings and interest on capital.

**Module No. 5: ACCOUNTING SOFTWARE**

Introduction-meaning of accounting software, types accounting software-accounting software Tally-Meaning of Tally software – Features – Advantages, Creating a New Company, Basic Currency information, other information, Company features and Inventory features. Configuring Tally - General Configuration, Numerical symbols, accounts/inventory info – master configuration -voucher entry configuration. Working in Tally: Groups, Ledgers, writing voucher, different types of voucher, voucher entry Problem on Voucher entry - Generating Basic Reports in Tally-Trail Balance, Accounts books, Cash Book, Bank Books, Ledger Accounts, Group Summary, Sales Register and Purchase Register, Journal Register, Statement of Accounts, and Balance Sheet.

**Skill Developments Activities:**

1. List out Accounting Concepts and Conventions.
2. Prepare a Bank Reconciliation Statement with imaginary figures
3. Collect the financial statement of a proprietary concern and record it.
4. Prepare a financial statement of an imaginary company using tally software.

**Text Books:**

1. Hanif and Mukherjee, Financial Accounting, Mc Graw Hill Publishers
2. Arulanandam & Raman; Advanced Accountancy, Himalaya Publishing House
3. S.Anil Kumar, V.Rajesh Kumar and B.Mariyappa–Fundamentals of Accounting, Himalaya Publishing House.
4. Dr. S.N. Maheswari, Financial Accounting, Vikas Publication
5. S P Jain and K. L. Narang, Financial Accounting, Kalyani Publication
6. Radhaswamy and R.L. Gupta, Advanced Accounting , Sultan Chand
7. M.C. Shukla and Goyel, Advanced Accounting , S Chand.

**MARKETING MANAGEMENT****LTP: 4+0+0****4 Hours per week****Course Outcomes: On successful completion of the course, the Students will demonstrate**

- a) Understand the concepts and functions of marketing.
- b) Analyse marketing environment impacting the business.
- c) Segment the market and understand the consumer behaviour
- d) Describe the 4 p's of marketing and also strategize marketing mix .Describe 7 p's of service marketing mix.

**Module No. 1: INTRODUCTION TO MARKETING**

Meaning and Definition, Concepts of Marketing, Approaches to Marketing, Functions of Marketing. **Recent trends in Marketing**-E- business, Tele-marketing, M-Business, Green Marketing, Relationship Marketing, Concept Marketing, Digital Marketing, social media marketing and E-tailing (Meaning only).

**Module No. 2: MARKETING ENVIRONMENT**

**Micro Environment** – The company, suppliers, marketing intermediaries competitors, public and customers; **Macro Environment**-Demographic, Economic, Natural, Technological, Political, Legal, Socio-Cultural Environment.

**Module No. 3: MARKET SEGMENTATION AND CONSUMER BEHAVIOUR**

Meaning and Definition, Bases of Market Segmentation, Requisites of Sound Market Segmentation; Consumer Behavior-Factors influencing Consumer Behavior; Buying Decision Process.

**Module No. 4: MARKETING MIX**

Meaning, Elements of Marketing Mix (Four P's) – Product, Price, Place, Promotion. Product-Product Mix, Product Line, Product Lifecycle, New Product Development, Reasons for Failure of New Product, Branding, Packing and Packaging, Labeling, Pricing – Objectives, Factors influencing Pricing Policy, Methods of Pricing; Physical Distribution–Meaning, Factors affecting Channel Selection, Types of Marketing Channels. Promotion – Meaning and Significance of Promotion, Personal Selling and Advertising (Meaning Only)

**Module No. 5: SERVICES MARKETING**

Meaning and definition of services, difference between goods and services, features of services, seven P's of services marketing (concepts only).

**Skill Developments Activities:**

1. Two cases on the above syllabus should be analyzed and recorded in the skill development
2. Design a logo and tagline for a product of your choice
3. Develop an advertisement copy for a product.
4. Prepare a chart for distribution network for different products.



**Text Books:**

1. Philip Kotler, Marketing Management, Prentice Hall.
2. William J. Stanton, Michael J. Etzel, Bruce J Walker, Fundamentals of Marketing, McGraw Hill Education.
3. Bose Biplab, Marketing Management, Himalaya Publishers.
4. J.C. Gandhi, Marketing Management, Tata McGraw Hill.
5. Ramesh and Jayanti Prasad: Marketing Management, I.K. International
6. Sontakki, Marketing Management, Kalyani Publishers.

**FBA 210**

**I Semester  
Skill Enhancement Course (SEC)**

**DIGITAL FLUENCY**

**LTP: 1+0+1**

**MODULE– I – Emerging Technologies**

**Overview of Emerging Technologies:**

- i. Artificial Intelligence, Machine Learning, deep learning,
- ii. Data Base Management for data science, Big Data Analytics,
- iii. Internet of Things (IoT) and Industrial Internet of Things (IIOT)
- iv. Cloud computing and its Service Models
- v. Cyber security and types of Cyber Attack

**MODULE– II – Applications of Emerging Technologies**

- i. Artificial Intelligence
- ii. Big Data Analytics
- iii. Internet of Things
- iv. Cloud computing
- v. Cyber security

**MODULE– III – Building Essential Skills beyond Technology**

**Importance of the following:**

- i. Effective communication skills
- ii. Creative problem solving and critical thinking
- iii. Collaboration and Team work skills
- iv. Innovation and Design thinking
- v. Use of tools in enhancing skills

**References to learning Resources:**

1. The learning made available for the course titled “Digital 101” on future skills prime platform of NASSCOM

**FBA 810**

**I Semester  
Open Elective Course (OEC)**

**BUSINESS ORGANIZATION**

**LTP: 3+0+0**

**3 Hours per week**

**Course Outcomes: On successful completion of the course, the Students will demonstrate:**

- a) An understanding of the nature, objectives and social responsibilities of business
- b) An ability to describe the different forms of organisations
- c) An understanding of the basic concepts of management
- d) An understanding of functions of management.
- e) An understanding of different types of business combinations

**Module No. 1: INTRODUCTION TO BUSINESS:**

**Business:** Meaning, Nature, Scope and Social responsibility of Business, Objectives, Essentials of successful business; Functional areas of business. Concept of Business Organization.

**Module No. 2: FORMS OF BUSINESS ORGANIZATION:**

Sole proprietorship: Definitions, Features, Merits and Demerits. Partnership: Definitions, partnership deed, Features, Merits and Demerits.

Joint Stock Company: Definitions, Features, Merits and Demerits. Co-operatives: Definitions, Features, Merits and Demerits.

**Module No. 3: PUBLIC ENTERPRISES:**

Departmental Undertaking: Definitions, Features, Merits and Demerits. Public Corporations: Definitions, Features, Merits and Demerits. Government Companies: Definitions, Features, Merits and Demerits.

**Module No. 4: BUSINESS COMBINATIONS:**

Meaning Definitions, Causes, Types, Forms, merits and demerits of Business Combinations, Recent Trends in Business Combinations.

**Module No 5: MANAGEMENT OF ORGANIZATIONS:**

Management-Meaning, Definitions, Difference between Management and Administration, Levels of Management, Objectives of Management, Functions of management- planning, organizing, staffing, directing, coordinating, controlling, Principles of Management.

**Skill Developments Activities:**

1. Preparation of partnership deed
2. Draw a business tree
3. Make a list of 10 PSUs
4. Prepare a list of different types of business combinations

**Text Books:**

1. C B. Guptha - Business Organisation and Management, Sultan Chand & Sons.
2. Dr. S. C. Saxena - Business Administration & Management, Sahitya Bhawan.
3. M. C. Shukla - Business Organisation and Management. S Chand & Company Pvt. Ltd.
4. S.A Sherlekar - Business Organization, Himalaya Publishing House.
5. Y.K. Bhushan. Fundamentals of Business Organisation and Management, Sultan Chand & Sons.
6. R.K. Sharma, Business Organisation & Management Kalyani Publishers
7. Dr. I.M. Sahai, Dr. Padmakar Asthana, ' **Business Organisation & Administration**', Sahitya Bhawan Publications Agra.

**FBA 820**

**I Semester  
Open Elective Course (OEC)  
Office Organization and Management**

**LTP: 3+0+0**

**3 Hours per week**

**Course Outcomes: On successful completion of the course, the Students will demonstrate**

- a) An understanding of basic knowledge of office organisation and management
- b) Demonstrate skills in effective office organisation
- c) Ability to maintain office records
- d) Ability to maintain digital record.
- e) Understanding of different types of organisation structures and responsibilities as future office managers.

**Module No. 1: FUNDAMENTALS OF OFFICE MANAGEMENT**

**Introduction:** Meaning, importance and functions of modern office

**Modern Office Organisation:** Meaning; Steps in office organisation; Principles of Office organisation, Organisation structure types,

**Nature of office services:** Types of services in a modern office, decentralisation and centralisation of office services, Departmentation of Office

**Office management:** Meaning, Elements and major processes of Office management

**Office Manager:** Functions and qualifications of Office manager.

**Module No.2: ADMINISTRATIVE ARRANGEMENT AND FACILITIES**

**Office Accommodation and its Importance:** Location of Office, Choice of Location:

Urban vs Suburban, Factors to be Considered in Selecting the Site, Securing Office Space,

**Office Lay-out:** Objectives of Office Lay-out, Principles of Office Lay-out, Steps in Lay-out Planning, Advantages of a Good Lay-out.

**Types of offices:** Open Office and Private Office- advantages and disadvantages.

**Module No. 3: OFFICE ENVIRONMENT:**

**Meaning and Components of Office Environment**

**Interior Decoration:** Colour Conditioning, Floor Coverings, Furnishings,

**Furniture and Fixtures:** Types of Furniture, Choice between Wooden and Steel Furniture, Principles Governing Selection of Furniture

**Lighting** and Ventilation,

**Noise:** Internal Noise, External Noise

**Cleanliness, Sanitation and Health Safety and Security.**

**Module No. 4: RECORDS MANAGEMENT**

**Introduction to records:** Importance of Records, types of office records,

**Records Management:** Meaning, Principles of Record Keeping, Functions of 'Records Management

**Filing:** Elements of Filing and Filing Functions, Objectives and Importance of Filing, Advantages of Filing, Essentials of a Good Filing System, Classification of Files, Filing Procedure or Routine.

**Filing Methods:** Horizontal Filing -meaning, types and advantages, Vertical Filing- meaning, equipment used, advantage and disadvantages.**Centralisation and Decentralisation of Filing-** Centralised filing and Decentralised Filing

**Office manual:** contents, Importance, types of office manuals.

**Indexing:** Meaning, importance, advantages and essentials of good indexing, type of index

**Retention and disposal of files:** Meaning and benefits of record retention, need for disposal of files, life-cycle stages of files.

## **Module No. 5: OFFICE MECHANISATION AND DATA PROCESSING**

**Meaning, Importance and Objectives of Office Mechanisation,** Advantages and disadvantages of Office Mechanisation, Factors Determining Office Mechanisation **Kinds of Office Machines:**

Duplicating Machines and Photocopying Machines, Accounting, tabulating and computing machines, communication machines **Introduction to Data and Information:** Distinction between Data and Information, Importance of Data and Information, Classification of Data, Classification of Information,

Data Lifecycle (chart), **Data Collection Methods-** Primary and secondary data collection methods

**Data presentation** Methods of Presentation of Data

**Data processing using computers:** Components of Computers, Input and Output Devices, Software used in Computers (names and uses only), Computer Applications in Office' Management, Advantages and Limitations of Computerisation.

### **Skill Developments Activities:**

1. Visit an office and enlist the different types of machines used in the office.
2. Identify the different types of stationery used in offices today.
3. Draw a data life cycle chart.
4. Draw charts indicating different types of office layouts.

### **Text Books:**

- 1.S.P Arora, Office Organisation and Management, Vikas Publishing House Pvt Ltd.
2. M.E Thakuram Rao, Office organisation and Management, Atlantic
3. Judith Read, Mary Lea Ginn, Record Management, 10<sup>th</sup> Edition, Cengage Learning.

**FBB410**

**II Semester  
Discipline Specific Course (DSC)**

**Financial Accounting and Reporting**

**LTP: 4+0+0**

**4 Hours per week**

**Course Outcomes: On successful completion of the course, the Students will demonstrate**

- a) The ability to prepare final accounts of partnership firms
- b) The ability to understand the process of public issue of shares and accounting for the same
- c) The ability to prepare final accounts of joint stock companies.
- d) The ability to prepare and evaluate vertical and horizontal analysis of financial statements.
- e) The ability to understand company's annual reports.

**Module No. 1: FINAL ACCOUNTS OF PARTNERSHIP FIRM**

Meaning of Partnership Firm, Partnership deed-clauses in partnership deed, Preparation of Final accounts of partnership firm-Trading and Profit and Loss Account, Profit and Loss Appropriation Account, Partners capital account and Balance sheet. Goodwill- Nature, Factors influencing goodwill and methods of valuation of goodwill (Average and super profit methods)

**Module No. 2: ISSUE OF SHARES**

Meaning of Share, Types of Shares – Preference shares and Equity shares – Issue of Shares at par, at Premium, at Discount: Pro-Rata Allotment; Journal Entries relating to issue of shares; Preparation of respective ledger accounts; Preparation of Balance Sheet in the Vertical form (Practical Problems).

**Module No. 3: FINAL ACCOUNTS OF JOINT STOCK COMPANIES**

Statutory Provisions regarding preparation of Company Final Accounts – Treatment of Special Items, Managerial Remuneration, Tax deducted at source, Advance payment of Tax, Provision for Tax, Depreciation, Interest on debentures, Dividends, Rules regarding payment of dividends, Transfer to Reserves, Preparation of Profit and Loss Account and Balance Sheet (Vertical Form Schedule -III) (Practical Problems).

**Module No. 4: FINANCIAL STATEMENTS ANALYSIS**

Comparative Statements - Comparative Income Statement, Comparative Balance Sheet; Common size Statements – Common Size Income Statement, Common Size Balance Sheet – Trend Percentages. (Analysis and Interpretation)

**Module No. 5: CORPORATE FINANCIAL REPORTING PRACTICES**

Corporate Financial Reporting - meaning, types, characteristics of Corporate financial report, users of corporate financial report; Components corporate financial report– general corporate information, financial highlights, letter to the shareholders from the CEO, management's discussion and analysis; Financial Statements-balance sheet, income statement, cash flow statement, and notes to the financial statements; Auditor's report; Significant Accounting Policies; Corporate Governance Report; Corporate Social

Responsibility Report (Discuss only Role and Significance of above components of Corporate financial report)

**Skill Developments Activities:**

1. Collect financial statement of a company for five years and analyse the same using trend analysis.
2. Refer annual reports of two companies and list out the components.
3. Draft a partnership deed as per Partnership Act.  
List out the accounting policies in annual report of the company

**Text Books:**

1. B S Raman, Financial Accounting, HPH.
2. RL GUPTHA & Radha swamy M. , Advanced Accounting. S Chand and co., NewDelhi
3. C Shukla and T S Grewal, Advanced accounting, S Chand and co., NewDelhi
4. S P Jain and Narang K L, Financial Accounting, Tenth Edition, Kalyani Publishers, New. Delhi.



**HUMAN RESOURCE MANAGEMENT****LTP: 4+0+0****4 Hours per week**

**Course Outcomes: On successful completion of the course, the students will be able to demonstrate**

- a) Ability to describe the role and responsibility of Human resources management functions on business
- b) Ability to describe HRP, Recruitment and Selection process
- c) Ability to describe to induction, training, and compensation aspects.
- d) Ability to explain performance appraisal and its process.  
Ability to demonstrate Employee Engagement and Psychological Contract.

**Module No. 1: Introduction to Human Resource Management**

Meaning and Definition of HRM – Features Objectives, Differences between Human Resource Management and Personnel Management, Importance, Functions and Process of HRM, Role of HR Manager, Trends influencing HR practices.

**Module No. 2: Human Resource Planning, Recruitment & Selection**

**Human Resource Planning:** Meaning and Importance of Human Resource Planning, Process of HRP

- a. **Demand Forecasting-** Meaning and Techniques (Meanings Only) and HR supply forecasting.
- Succession Planning** – Meaning and Features
- b. **Analysis:** Meaning and Uses of Job Analysis, Process of Job Analysis – Job Description, Job Specification, Job Enlargement, Job Rotation, Job Enrichment (Meanings Only)
- c. **Recruitment** – Meaning, Methods of Recruitment, Factors affecting Recruitment, Sources of Recruitment.

**Module No. 3: Induction, Training and Compensation**

**Induction:** Meaning, Objectives and Purpose of Induction, Problems faced during Induction, Induction Program Planning.

**Training:** Need for training, Benefits of training, Assessment of Training Needs and Methods of Training and Development; Kirkpatrick Model; Career Development. **Compensation:** Direct and Indirect forms of Compensation (Meaning Only), Compensation Structure.

**Module No. 4: Performance Appraisal, Promotion & Transfers**

**Performance appraisal:** Meaning and Definition, Objectives and Methods of Performance Appraisal – Uses and Limitations of Performance Appraisal, Process of Performance Appraisal

**Promotion:** Meaning and Definition of Promotion, Purpose of Promotion, Basis of promotion

**Transfer:** Meaning of Transfer, Reasons for Transfer, Types of Transfer, Right Sizing of Work Force, Need for Right Sizing

## **Module No. 5: Employee Engagement and Psychological Contract Employee Engagement (EE):**

Meaning and Types of EE, Drivers of Engagement - Measurement of EE, Benefits of EE.

**Psychological contract:** Meaning and features

### **Skill Developments Activities:**

1. Preparation of Job Descriptions and Job specifications for a Job profile
2. Choose any MNC and present your observations on training program
3. Develop a format for performance appraisal of an employee.
4. Discussion of any two Employee Engagement models.
5. Analysis of components of pay structure based on the CTC sent by the Corporate to the institute for the various jobs of different sectors.

### **Textbooks:**

Aswathappa, Human Resource Management, McGraw Hill Edwin Flippo,  
Personnel Management, McGraw Hill C.B.Mamoria, Personnel  
Management, HPH

Subba Rao, Personnel and Human Resources Management, HPH Madhurimalal, Human  
Resource Management, HPH

Rajkumar: Human Resource Management I.K. Intl

Michael Porter, HRM and Human Relations, Juta & Co.Ltd.

K. Venkataramana, Human Resource Management, SHBP Chartered  
Accountants of India, New Delhi.

**FBB 430**

**II Semester  
Discipline Specific Course (DSC)**

**BUSINESS ENVIRONMENT**

**LTP: 4+0+0**

**4 Hours per week**

**Course Outcomes: On successful completion Student will demonstrate**

- a) An Understanding of components of business environment.
- b) Ability to analyse the environmental factors influencing business organisation.
- c) Ability to demonstrate Competitive structure analysis for select industry.
- d) Ability to explain the impact of fiscal policy and monetary policy on business.
- e) Ability to analyse the impact of economic environmental factors on business.

**Module No. 1: INTRODUCTION BUSINESS ENVIRONMENT**

Meaning of business, scope and objectives Business, business environment, Micro and Macro-environment of business (social, cultural, economic, political, legal technological and natural) Impact of these factors on decision making in business, Environmental analysis, and Competitive structure analysis of Business.

**Module No. 2: GOVERNMENT AND LEGAL ENVIRONMENT**

**Government Functions** of the State, Economic role of government, State intervention in business- reasons for and types of state intervention in business. Impact of Monetary policy, Fiscal policy, Exim policy and industrial policy on business.

**Legal environment** - Various laws affecting Indian businesses.

**Module No. 3: ECONOMIC ENVIRONMENT AND GLOBAL ENVIRONMENT**

An overview of economic environment, nature of the economy, structure of economy, factors affecting economic environment.

**Globalisation of business;** meaning and dimensions, stages, essential conditions of globalisation, foreign market entry strategies, merits and demerits of globalisation of business, Impact of Globalisation on Indian businesses, Forms of globalisation of

businesses - MNCs, TNCs etc..

**Module No. 4: TECHNOLOGICAL ENVIRONMENT**

Meaning and features; types of innovation, Impact of Technological changes on business, Technology and Society, Technological Acquisition modes, IT revolution and business, Management of Technology.

**Module No. 5: NATURAL ENVIRONMENT**

Meaning and nature of physical environment. Impact of Natural environment on business.

**Skill Developments Activities:**

- a) List out key features of recent Monetary policy published by RBI impacting businesses.
- b) Give your observation as to how technology has helped society.
- c) Draft Five Forces Model for Imaginary business.
- d) Identify the benefits of Digital transformation in India.

**Text Books:**

1. Dr. K Ashwatappa: Essentials Of Business Environment
2. Sundaram & Black: The International Business Environment; Prentice Hall
3. Chidambaram: Business Environment; Vikas Publishing
4. Upadhyay, S: Business Environment, Asia Books
5. Chopra, BK: Business Environment in India, Everest Publishing
6. Suresh Bedi: Business Environment,Excel Books
7. Economic Environment of Business by M. Ashikary.
8. Business Environment by Francis Cherrinulam

**FBB 430**

**II Semester  
Discipline Specific Course (DSC)**

**BUSINESS MATHEMATICS**

**LTP: 4+0+0**

**4 Hours per week**

**Course Outcomes: On successful completion of the course, the students will demonstrate**

- a) The Understanding of the basic concepts of business maths and apply them to create solve and interpret application problems in business
- b) Ability to solve problems on various types of equation.
- c) Ability to solve problems on Matrices and execute the laws of indices, law of logarithm and evaluate them.
- d) Ability to apply the concept of simple interest and compound interest bills discounted etc. and apply them in day-to-day life.
- e) Ability to solve problems on Arithmetic progression, Geometric progression and construct logical application of these concepts.

**Module No. 1: NUMBER SYSTEM**

Introduction – Natural Numbers - Even Numbers – Odd Numbers – Integers – Prime

Numbers – Rational and Irrational numbers, Real Numbers, HCF and LCM (Simple problems).

**Module No. 2: THEORY OF EQUATIONS**

Introduction – Meaning - Types of Equations – Simple/ Linear Equations and Simultaneous Equations (only two variables), Elimination and Substitution Methods only. Quadratic Equation - Factorization and Formula Method ( $ax^2 + bx + c = 0$  form

only). Simple problems.

**Module No.3: INDICES, MATRICES AND LOGARITHMS**

Meaning – types – operation on matrices – additions – subtractions and multiplication of two matrices – transpose – determinants – minor of an element – co-factor of an element –inverse – crammers rule in two variables – problems.

Indices and Logarithms: Meaning- Basic Laws of Indices and their application for simplification. Laws of Logarithms –Common Logarithm, Application of Log Table for Simplification.

**Module No. 4: COMMERCIAL ARITHMETIC**

Simple Interest, Compound Interest including yearly and half yearly calculations, Annuities, Percentages, Bills Discounting, Ratios and proportions, duplicate-triplicate and sub-duplicate of a ratio. Proportions: third, fourth and inverse proportion - problems.

**Module No. 5: PROGRESSIONS**

PROGRESSIONS: Arithmetic Progression - Finding the 'n<sup>th</sup>' term of AP and Sum to nth term of AP.

Insertion of Arithmetic Mean Geometric Progression – Finding the 'n<sup>th</sup>' term

of GP and sum to 'n<sup>th</sup>' term of GP and insertion of Geometric Mean.

**Skill Developments Activities:**

1. Develop an Amortization Table for Loan Amount – EMI Calculation.
2. Secondary overhead distribution summary using Simultaneous Equations Method.
3. Application of Matrix In Business Problems Method.

**Text Books:**

1. Saha: Mathematics for Cost Accountants, Central Publishers
2. R.G. Saha and Others – Methods and Techniques for Business Decisions, VBH
3. Dr. Sancheti and Kapoor: Business Mathematics and Statistics, Sultan Chand
4. Zamarudeen: Business Mathematics, Vikas
5. R.S Bhardwaj :Mathematics for Economics and Business
6. Madappa, mahadi Hassan, M. Iqbal Taiyab – Business Mathematics, Subhash
7. G.R. Veena and Seema : Business Mathematics and Statistics I.K. Intl Publishers

**FBB 810**

**II Semester  
Open Elective Course (OEC)**

**PEOPLE MANAGEMENT**

**LTP: 3+0+0**

**3 Hours per week**

**Course outcome: On successful completion of the course, student will demonstrate:**

1. Ability to examine the difference between People Management with Human resource Management
2. Ability to explain the need for and importance of People Management.
3. Ability to explain role of manager in different stages of performance management process
4. Ability to list modern methods of performance and task assessment.  
Ability to analyse the factors influencing the work life balance of an working individual.

**Module No. 1: Introduction to People Management**

Diversity in organisation: age, gender, ethnicity, race, and ability. People Management: Meaning, Features, Significance of people management, Difference between People Management and Human Resource Management, impact of individual and organizational factors on people management.

**Module No. 2: Getting Work Done and Assessment and Evaluation**

Getting work done: Challenges of getting work done, significance of prioritization and assigning work to team members.

Performance Management: meaning, role of a manager in the different stages of the performance management process, Types of Performance assessment, Assessment and Evaluation Process of evaluation of tasks in the organisation. Modern tools of assessment and evaluation of tasks and performance.

**Module No. 3: Building Peer Networks and Essentials of Communication**

**Building Peer Networks:** Understanding the importance of peer networks in an organization; being able to influence those on whom you have no authority; challenges Peer networking and different types of people networking in the workplace.

**Essentials of Communication:** Concept of the communication process with reflection on various barriers to effective communication and ways to overcome, Types of Communication and Channels of Communication.

**Module No. 4: Motivation**

Meaning, Importance and need for motivation, team motivation- meaning, importance team motivation, types of Motivators and Modern methods of motivation.

**Module No. 5: Managing Self**

Reflection on what does it mean to be a people manager; building a personal development plan for oneself, Self-Stress Management: Causes for stress, work life Balance, Importance of Work life balance, Factors influencing Work life Balance.

### **Skill Developments Activities:**

1. Analyse two cases on any of the above content indicated above.
2. List out the modern tools to performance assessment and evaluation.
3. Conduct a survey of work life balance of working individuals

Draft a Career development of working individual in the middle level management.

### **Text Books:**

1. McShane, Steven L. and Mary Ann Von Glinow, *Organizational Behavior: Emerging Knowledge and Practice for the Real World*. McGraw-Hill, latest edition, ISBN: 0-07-115113-3.
2. Bernardin, H. John and Joyce E. A. Russell. *Human Resource Management: An Experiential Approach*. McGraw-Hill, 6/e. ISBN: 0078029163
3. Argyris, C. (1974). Personality vs. Organization. *Organizational Dynamics*. Vol. 3. No. 2, Autumn.
4. Blume, B. Baldwin, T. and Ryan, K. (2013). Communication Apprehension. A barrier to students leadership, adaptability and multicultural appreciation. *Academy of Management Learning & Education*, Jun, Vol. 12 Issue 2, p158-172.
5. Colquitt, J.A., LePine, J.A., & Wesson, M.J. (2009) *Organizational Behavior: Improving Performance and Commitment in the Workplace (International edition)*. New York: McGraw-Hill.
6. Goleman, D. (1998). *Working with Emotional Intelligence*. Bantam Books



**FBB 820**

**II Semester  
Open Elective Course (OEC)**

**RETAIL MANAGEMENT**

**LTP: 3+0+0**

**3 Hours per week**

**Course Outcomes: On successful completion Student will demonstrate;**

- a) An understanding of the types and forms of Retail business.
- b) Ability to examine Consumer Behaviour in various environment.
- c) Ability to analyse various Retail operations and evaluate them.
- d) Ability to analyse various marketing mix elements in retail operations.
- e) An understanding of Information Technology in retail business.

**Module No. 1: INTRODUCTION TO RETAIL BUSINESS**

Definition – functions of retailing - types of retailing – forms of retail business ownership. Retail theories – Wheel of Retailing – Retail life cycle. Retail business in India: Influencing factors – present Indian retail scenario.

**Module No. 2: CONSUMER BEHAVIOUR IN RETAIL BUSINESS**

Buying decision process and its implication on retailing – Influence of group and individual factors, Customer shopping behaviour, Customer service and customer satisfaction.

**Module No. 3: RETAIL OPERATIONS**

Factors influencing location of Store - Market area analysis – Trade area analysis – Rating Plan method - Site evaluation. Retail Operations: Stores Layout and visual merchandising, Stores designing, Space planning, Inventory management, Merchandise Management, Category Management.

**Module No. 4: RETAIL MARKETING MIX**

Introduction -Product : Decisions related to selection of goods (Merchandise Management revisited) – Decisions related to delivery of service. Pricing : Influencing factors – approaches to pricing – price sensitivity - Value pricing – Markdown pricing. Place : Supply channel – SCM principles – Retail logistics – computerized replenishment system – corporate replenishment policies. Promotion : Setting objectives – communication effects - promotional mix.

**Module No. 5: INFORMATION TECHNOLOGY IN RETAILING**

Non store retailing (e-retailing) - The impact of Information Technology in retailing - Integrated systems and networking – EDI – Bar coding – Electronic article surveillance – Electronic shelf labels – customer database management system.

**Skill Developments Activities:**

1. Draw a retail life cycle chart and list the stages
2. Draw a chart showing a store operations Draw a retail life cycle chart and list the stages
3. Draw a chart showing a store operations

4. List out the major functions of a store manager diagrammatically List out the current trends in e-retailing
5. List out the Factors Influencing in the location of a New Retail outlet

**Text Books:**

1. Suja Nair; Retail Management, HPH
2. Karthic – Retail Management, HPH
3. S.K. Poddar& others – Retail Management, VBH.
4. R.S Tiwari ; Retail Management, HPH

**PATTERN OF QUESTION PAPER**

**TIME: 3 HOURS**

**MARKS: 60**

**PART – A**

**Answer any FIVE of the following questions. Each question carries 2 marks**

**(5x2=10)**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_

**PART – B**

**Answer any TWO of the following questions. Each question carries 10 marks.**

**(2x10=20)**

8. \_\_\_\_\_
9. \_\_\_\_\_
10. \_\_\_\_\_
11. \_\_\_\_\_

**PART – C**

**Answer any TWO of the following questions. Each question carries 15 marks.**

**(2x15=30)**

12. \_\_\_\_\_
13. \_\_\_\_\_
14. \_\_\_\_\_
15. \_\_\_\_\_

**Minimum Marks for a Pass:**

Candidates who have obtained a minimum of 35% marks in semester end examination i.e. 21 marks out of 60 marks of theory examination and 40% in aggregate i.e. total 40 marks out of 100 marks of Semester End Examination marks and Continuous Internal Evaluation marks.





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8. ....

9. ....

10. .... 11. ....

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**PART - C**

**Answer any TWO of the following questions. Each question carries 15 Marks**

12. ....

13. ....

14. ....

15. ....

**(2x15=30)**

