



Central University of Karnataka

Established by Act of the Parliament in 2009

School of Business Studies Department of Business Studies

Bachelor of Business Administration [BBA]

SYLLABUS - 2022-23

Central University of Karnataka, Kalaburagi
Department of Business Studies
School of Business Studies

Vision

To Become a Center of Excellence in Management and Entrepreneurship Education, Research, Consultancy, and Extension Services Under University-based Education.

Mission

1. To excel in assimilating and disseminating management and entrepreneurship knowledge and skills through innovative courses and creative students-centric learning pedagogy.
2. To foster the advancement of management and entrepreneurship knowledge and skills through research and consultancy.
3. To establish linkages and networks with industries, industry associations, alumni, non-profit organizations, universities, etc., in management and entrepreneurship for sustainable mutual benefit.
4. To transform students into management professional leaders, research scholars, and potential entrepreneurs who respect and practice human values and business ethics in their careers for inclusive and sustainable development.

Central University of Karnataka, Kalaburagi
Department of Business Studies
School of Business Studies

Name of the Academic Program: Bachelors in Business Administration (BBA)
Program Specific Objectives (PSOs)

After completion of this academic program, the students will be able to

- PSO-1: Demonstrate knowledge and skill sets of HRM practices required to meet the volatile demands of the organization.**
- PSO-2: Demonstrate the knowledge of accounting standards and application of financial concepts, tools, and digital software to analyze complex financial data to arrive at optimum financial decisions in an organization.**
- PSO-3: Display innovative and creative ways of thinking to generate start-up ideas, identify entrepreneurial opportunities, and convert the ideas into Business Models and Start-Ups.**
- PSO-4: To Demonstrate competencies and skills to match marketing principles with the changing perspective of global markets and meet the needs of Digital Marketing and online resources.**

Name of the Academic Program: Bachelors in Business Administration (BBA)
Program Outcomes (POs)

PO 1	Generic and specific knowledge: Demonstrate ability to understand, analyze, and evaluate real-life organizational ambiguities and challenges with the help of theoretical knowledge and application skills of the management subjects learned in the classroom and on the job internship
PO 2	Innovative problem solutions: Demonstrate competency to identify, formulate, and provide innovative solutions to societal and business problems using qualitative and quantitative techniques and tools.
PO 3	Research attitude: Show passion for research to investigate business problems and suggest solutions based on data-driven analysis
PO 4	Effective communication & presentation: Express thoughts and ideas effectively and communicate with different groups and business organizations using appropriate media clearly and concisely.
PO 5	Intrinsic motivation and leadership: Demonstrate awareness that self-motivation is a perennial source of strength in facing all challenges of life and career and display leadership skills in inspiring and collaborating with team members and stakeholders.
PO 6	Professional Ethics: Apply ethical principles and commit to professional ethics, responsibilities, and norms of the practice in any business organization as an employee or as an entrepreneur.
PO 7	Multicultural Competence: Demonstrate abilities to work with multi-disciplinary & cross culture teams to manage change ambiguity and complexities of the organizations with ease.
PO 8	Sustainable growth and development: Demonstrate awareness and respect for time and real resources that are limited always while pursuing organizational and personal goals with a focus on sustainability principles.
PO 9	Digital knowledge and skills: Apply skill sets to use digital tools, software, platforms, computing, and techniques to improve performance and better outputs.
PO 10	Life-long learning: Demonstrate the ability to engage in independent and life-long learning to meet the demands of changing trades and workplace

COURSESTRUCTUREFOREACHSEMESTER
fortheAcademicYear2022-23 of all the Semesters of the UG Programmes.
(Revised)

Name of the School: Business Studies
Name of the Department: Business Studies
Programme Code: UBUSI

SEMESTER- I							
Sl. No.	Course Type*	CourseCode	CourseTitle	Mode			Credits
				L	T	P	
1	DSC	UBBTC10100	Principles of Management	3	1		4
2	DSC	UBBTC10101	Business Accounting	3	1		4
3	DSC	UBBTC10102	Business Mathematics	3	1		4
4	DSC	UBBTC10103	Business Organisation	2	1		3
5	MDC	UBBTD10100	Fundamentals of Business Management	2	1		3
6	AEC		Language	1	1		2
7	VAC	UBBTV10100/ UBBTV10101	VAC Entrepreneurship Development/ Employability Skills	1	1		2
Total							22

SEMESTER- II							
Sl.No.	Course Type*	CourseCode	CourseTitle	Mode			Credits
				L	T	P	
1	DSC	UBBTC20104	Organisational Behaviour	3	1		4
2	DSC	UBBTC20105	Applied Microeconomics	3	1		4
3	DSC	UBBTC20106	Business Statistics	3	1		4
4	DSC	UBBTC20107	Computer Application	1		1	2
5	MDC	UBBTD20100	Fundamentals of Business Management	2	1		3
6	AEC		Language	1	1		2
7	SEC	UBBCS20601	Office Management	2	1		3
8	VAC	UBBTV20100/ UBBTV20101	VAC Entrepreneurship Development/ Employability Skills	1	1		2
Total				VAC		VAC	24

SEMESTER- III							
S.No.	Course Type*	CourseCode	CourseTitle	Mode			Credits
				L	T	P	
1	DSC	UBBTC30108	Principles of Marketing	3	1		4
2	DSC	UBBTC30109	Human Resource Management	3	1		4
3	DSC	UBBTC30110	Macro Economics	3	1		4
4	MDC	UBBTG30200	Fundamentals of Business Management	2	1		3
5	SEC	UBBCS30602	Business Communication	2	1		3
6	AEC		Language	1	1		2
7	VAC	UBBTV30200/ UBBTV30201	VAC Entrepreneurship Development/ Employability Skills	1	1		2
Total							22

SEMESTER- IV							
S.No.	Course Type*	CourseCode	CourseTitle	Mode			Credits
				L	T	P	
1	DSC	UBBTC40203	Basics of Financial Management	3	1		4
2	DSC	UBBTC40204	Entrepreneurship and Small Business Management	3	1		4
3	DSC	UBBTC40205	Business Environment	2	1		3
4	DSC	UBBTC40206	Operations Management	2	1		3
5	DSC	UBBTC40207	Business Ethics	1	1		2
6	AEC		Language	1	1		2
7	VAC	UBBTV40202/ UBBTV40203	VAC Entrepreneurship Development/ Employability Skills	1	1		2
Total							20

SEMESTER- V							
Sl.No.	Course Type	CourseCode	CourseTitle	Mode			Credits
				L	T	P	
1	DSC	UBBTC50300	Basic Research Methods	2	1		3
2	DSC	UBBTC50301	Operations Research	3	1		4
3	DSC	UBBTC50302	Management Accounting	3	1		4
4	DSC	UBBTC50303	Retailing & Sales Management	2	1		3
5	DSC	UBBTC50304	E-Commerce	2	1		3
6	DSE	UBBTD50300 UBBTD50301 UBBTD50302	Training and Development/ Consumer Behaviour/ Indian Financial System	2	1		3
Total							20

SEMESTER- VI							
S.No.	Course Type	CourseCode	CourseTitle	Mode			Credits
				L	T	P	
1	DSC	UBBTC60305	Strategic Management	3	1		4
2	DSC	UBBTC60306	International Business	2	1		3
3	DSC	UBBTC60307	Event Management	2	1		3
4	DSC	UBBTC60308	Business Laws	2	1		3
5	DSC	UBBTC60309	Business Analytics	1	1		2
6	DSE	UBBTD60303 UBBTD60304 UBBTD60305	Compensation Management/ Advertising Management/ Investment Analysis & Portfolio Management	2	1		3
7	Dissertation	UBBCR60300	Dissertation	1	1		2
Total							20

*Course Type: Major, Minor, MDC, AEC, SEC, VAC etc.

Central University of Karnataka, Kalaburagi
BBA - Course Content / Syllabus
Semester-I

Code	Type	Title	Credits	Hours	L	T	P
UBBTC10100	DSC	Principles of Management	04	04	3	1	0

Prerequisites: None

Course Learning Outcomes: After the completion of the course the students can:

- CLO1 Describe the concepts and practices of management.
- CLO2 Understand the theories, models, and different schools of thought.
- CLO3 Integrate management principles into practices.
- CLO4 Explain the different managerial functions.
- CLO5 Evaluate the organizational environment for decision-making.
- CLO6 Enhance decision-making capability.

**Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs)
and Program Specific Outcomes (PSOs)**

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PSO 1	PSO 2	PSO 3	PSO 4
CLO1	3	1	1			2	3	1	3	3	3		1	
CLO2	3	1		2		3	3		3	2	3		3	
CLO3	3	3	1	3		2	2	2	3	3	2		3	
CLO4	3	3		2	2	1	3	1	3	3	1		3	1
CLO5	1	3	3	1	2	3	2	3	2	3	1	3	2	1
CLO6	1	3	3	1	2	3	2	1	3	2	1	2	2	1

Detailed Syllabus

Unit 1: Nature and Evolution of Management (12h)

Meaning, Definition, and Need for Management; The Management Process; Types of Managers and Management Levels; Management Levels and Skill; Challenges of Management; **Evolution of Management Thought:** Early Thinking about Management, Scientific Management, Classical Organization Theory, Behaviour School, Decision theory school; Management Science School, System Approach; Contingency theory of management.

Unit 2: Planning and Strategy (12h)

Planning -Concept, Significance, Process, Types; Difference between strategic plans and operational plans, 7S Model, Institutionalizing Strategy and Operationalizing Strategy.

Unit 3: Organizing (12h)

Organizing -Concept, Building Blocks of Organization, Organizational Design, Principles, Theories, Down Sizing and Right-Sizing, Types of Organizational Structure; Power: Sources of Power, Cultural Aspects of Power, Authority: Basis of Authority, Line and Staff Authority, Responsibility, Delegation: Advantages of Delegation, Barriers to Delegation, Guidelines for Effective Delegation, Centralization-Decentralization.

Unit 4: Staffing (HRM) (12h)

Concept, Process of HRM, Human Resource Planning, Recruitment, Selection, Orientation, Training and Development, Performance Appraisal and Compensation, Promotion, Transfer, Demotion, Separation.

Unit 5: Directing, Coordinating and Controlling (12h)

Directing, coordinating; Controlling: Concept, Process, Designing Control System, and Control Techniques; Operations Management and Management Information System.

Text Book & References

1. L M Prasad: Principles and Practice of Management, Sultan Chand and Sons, New Delhi
2. Griffin, Ricky W: Organisational Behaviour, Houghton Mifflin Co., Boston.
3. Hellreigel, Don, John W. Slocum, Jr., and Richard W. Woodman: Organizational Behavior, South-Western College Publishing, Ohio.
4. Hersey, Paul, Kenneth H. Blanchard and Dewey E. Johnson: Management of Organisational Behaviour: Utilising Human Resources, Prentice Hall, New Delhi.
5. Ivancevich; John and Michael T. Matheson: Organisational Behaviour and Management, Business Publication Inc., Texas.
6. Robbins, Stephen P, and Mary Coulter: Management, Prentice Hall, New Delhi. Robbins, Stephen P: "Organizational Behavior" Prentice Hall, New Delhi.
7. Steers, Richard M. and J. Stewart Black: Organizational Behavior, Harper Collins College Publishers, New York. Sukla, Madhukar: Understanding Organisations: Organisation Theory and Practice in India, Prentice Hall, New Delhi.
8. Govindarajan & Natarajan: Principles of Management, Prentice Hall of India Private Limited, New Delhi.
9. Stoner, Freeman & Gilbert, Jr.: Management, Prentice Hall of India Private Limited, New Delhi.
10. Tripathy & Reddy: Principles of Management, Tata McGraw-Hill Publications, New Delhi.
11. Fred Luthans: Organizational Behaviour, Tata McGraw-Hill Publications, New Delhi.
12. Udai Pareek: Understanding Organizational Behaviour, Oxford University Press, New Delhi.
13. S. Stephen P. Robbins: Organizational Behaviour, Prentice Hall of India Private Limited, New Delhi.
14. Stoner, Freeman, Gilbert: Management, Pearson
15. Koontz, Harold, Cyril O'Donnell, and Heinz Weihrich: Essentials of Management, Tata McGraw-Hill, New Delhi. Luthans, Fred: Organizational Behaviour, McGraw-Hill, New York.

Central University of Karnataka, Kalaburagi
BBA - Course Content / Syllabus
Semester-I

Code	Type	Title	Credits	Hours	L	T	P
UBBTC10101	DSC	Business Accounting	04	04	3	1	0

Prerequisites: None

Course Learning Outcomes: After the completion of the course the students can:

- CLO1** Understand the basic concepts of accounting and its principles
- CLO2** Explain the journal entries, subsidiary books, and preparation of the ledger accounts.
- CLO3** Explain depreciation and various methods of depreciation.
- CLO4** Explain the preparation of financial statements.
- CLO5** Analyze the financial statements.

**Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs)
and Program Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3	1	1	2		2		3	3	3		3	2	
CLO2	3	1		3		1			3	3		3	2	
CLO3	3	1		3		1			3	3		3	2	
CLO4	3	3	2	3		2		2	3	3		3	2	
CLO5	3	3	3	3		2		2	3	3		3	2	

Detailed Syllabus

UNIT I: Introduction to Accounting: (10h)

Accounting as an Information System. Importance, Scope, and Limitations. Users of Accounting Information. Generally Accepted Accounting Principles. The Accounting Equation. Nature of Accounts and Rules of Debit and Credit.

UNIT 2: Recording of Transactions 1: (10h)

Recording Transactions in General Journal. Recording Transactions in a three-column Cash Book. An overview of Subsidiary books – Purchase Book, Purchase Returns Book, Sales Book, and Sales Returns Book. Opening and Closing Entries. Preparation of Ledger Accounts.

UNIT 3: Recording of Transactions 2: (10h)

Understanding Accounting Standards issued by the ICAI related to Disclosure of Accounting Policies, Depreciation Accounting, Methods of Charging Depreciation – Straight-line Method, and Written-down-value Method.

UNIT 4: Preparation of Financial Statements: (18h)

Preparation of Trial Balance. Adjustment Entries. Post-adjusted Trial Balance. Bank Reconciliation Statement, Preparing Trading Account, Profit & Loss Account, and Balance Sheet.

UNIT V: Analyzing Financial Statements: (13h)

Objectives of Financial Statement Analysis; Sources of Information; Standards of Comparison; Techniques of Financial Statement Analysis -Horizontal Analysis, Vertical Analysis, and Ratio Analysis. Meaning and Usefulness of Financial Ratios; Analysis of Financial Ratios.

Text Book & References

1. SN Maheshwari, Suneel K. Maheshwari, and Sharad K. Maheshwari: An Introduction to Accountancy, Vikas Publishing House Pvt. Ltd.
2. R. Narayanaswamy, Financial Accounting: A Managerial Perspective, PHI Learning Pvt. Ltd.
3. Charles T. Horngren, Gort L. Sundem, John A. Elliott, and Donna R. Philbrick, Introduction to Financial Accounting, Pearson.
4. JR Monga, Financial Accounting: Concepts and Applications, Mayur Paperbacks.
T.P. Ghosh, Financial Accounting for Managers: Taxmann Allied Services Pvt. Ltd

Central University of Karnataka, Kalaburagi
BBA - Course Content / Syllabus
Semester-I

Code	Type	Title	Credits	Hours	L	T	P
UBBTC10102	DSC	Business Mathematics	04	04	3	1	0

Prerequisites: None

Course Learning Outcomes: After the completion of the course the students can:

- CLO1** Appreciate the importance of mathematics in business decision-making.
- CLO2** Understand and Apply the concept of mathematical functions and equations in business.
- CLO3** Understand and apply metrics, determinants, series, and progression in business.
- CLO4** Comprehend the concepts of differential and integral calculus and apply them in business decision-making.
- CLO5** Understand the basics of mathematics involving finance.

**Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs)
and Program Specific Outcomes (PSOs)**

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PSO 1	PSO 2	PSO 3	PSO 4
CLO1	2	3	2		2			2	3	3			2	
CLO2	3	3	2		2			3	3	3			3	
CLO3	3	3	2		2			3	3	3			3	
CLO4	3	3	2		2			3	3	3			3	
CLO5	3	3	2		2			3	3	3			3	

Detailed Syllabus

UNIT I: Mathematical Functions and Theory of Equations: (12h)

Functions, types of functions, graphical representation of a function, linear function, quadratic function, exponential and logarithmic function. Application of functions- equilibrium, break-even analysis. Linear equations- Characteristics of linear equation, slope intercept form of linear equation, determining the equation of a straight line, equations involving three variables. Two-variable system of linear equation.

UNIT 2: Metrics and Determinants: (12h)

Introduction to matrices, types of matrices, algebra of matrices- addition, subtraction, scalar and matrix multiplication, cofactors. Properties of determinants, Cramer's Rule, Inverse of a matrix, Solution of simultaneous linear equation.

UNIT 3: Series and Progression: (10h)

Arithmetic Progression- n th term, sum of first n terms, number of terms in AP, arithmetic mean. Geometric progression- n th term, the sum of first n terms, the sum of an infinite GP, Geometric mean. Application of AP and GP in business.

UNIT 4: Calculus: (10h)

Limits, The Derivative, Rules of Differentiation, Differentiation of Algebraic, logarithmic, and exponential functions, Second order derivatives, Identification of maxima and minima, Application of differentiation in business. Concept of antiderivatives, Rules of Integration, Integration by substitution, Integration by parts, Definite Integral, Application of Integral Calculus.

UNIT 5: Analysing Financial Statements: (12h)

Profit, loss and discounts, Simple and Compound interest, compound amount, present value, effective interest rate, annuities, and their present value, amount of annuity, amortization and sinking fund, continuous compounding, mortgages, leasing, and capital expenditure.

Text Book & References

1. Budnick, Frank S., Applied Mathematics for Business, Economics and the Social Sciences, Tata McGraw Hill
2. Sharma, J.K., Business Mathematics-Theory & Applications, Ane Book Pvt. Ltd.,
3. Singh, J. K., Business Mathematics, Himalaya Publishing House

Central University of Karnataka, Kalaburagi
BBA - Course Content / Syllabus
Semester-I

Code	Type	Title	Credits	Hours	L	T	P
UBBTC10100	DSC	Business Organizations	03	03	2	1	0

Prerequisites: None

Course Learning Outcomes: After the completion of the course the students can:

- CLO1 Understand the nature, objectives, and social responsibilities of business organizations.
- CLO2 Ability to describe the different forms of organizations.
- CLO3 Understand the basic concepts of management.
- CLO4 Understand and analyze the different functions of management.
- CLO5 Understand and analyze the different combinations of business Organizations.

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO9	PO1 0	PSO 1	PSO 2	PSO 3	PSO 4
CLO1	3	1		3	2	2	3	3	2	3	3		3	
CLO2	3	3	1	3	3	3	3	3	3	3	3		3	1
CLO3	3	1		3	2	2	3	3	2	3	3		3	
CLO4	3	2		3	3	3	3	3	3	3	3		3	
CLO5	1	2	3	3	3	2	3	3	3	3	3		3	

Detailed Syllabus

UNIT 1: Introduction to Business: (10h)

Business – Meaning, Evolution, Nature, Scope, and Essentials of Successful Business, Social Responsibility of Business, Objectives of Business, Business Activities in India, Performance of Indian Businesses; organizational structure- formal and informal, product structure, geographical structure, matrix structure.

UNIT 2: Forms of Business Organization: (12h)

Sole proprietorship: Definitions, Features, Merits, and Demerits. Partnership: Definitions, partnership deeds, Features, Merits, and Demerits. Joint Stock Company: Definitions, Features, Merits, and Demerits. Co-operatives: Definitions, Features, Merits, and Demerits.

UNIT 3: Public Enterprise: (8h)

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

UNIT 4: Government and Business Interface: (8h)

Government and business interface; a stock exchange in India; business combination – concept and causes; chambers of commerce and industries in India – FICCI, CII Association

UNIT 5: Management of Organizations: (7h)

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 Development Activities

- 1) Preparation of Partnership Deed
- 2) Draw a Business Tree
- 3) Draw a list of 10 PSUs
- 4) Prepare a list of different business combinations

Text Book & References

1. C B. Gupta - 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. YK 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.

Central University of Karnataka, Kalaburagi
BBA - Course Content / Syllabus
Semester-I

Code	Type	Title	Credits	Hours	L	T	P
UBBTD10100	MDC	Fundamentals of Business Management	03	03	2	1	0

Prerequisites: None

Course Learning Outcomes: After the completion of the course the students can:

- CLO1 Describe the concepts and practices of Business Management.
- CLO2 Understand the theories, models, and different schools of thought.
- CLO3 Integrate management principles into practices.
- CLO4 Assess the business and organizational environment.
- CLO5 Evaluate the business and organizational opportunities and threats.
- CLO6 Build and enhance decision-making capacity

**Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs)
and Program Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CL01	3	3		1	3	2	3	3	3	3	2			
CL02	3	3	1	1	2	2	3	3	2	3				
CL03	3	2		3	3	3	3	3	3	3	3		2	
CL04	2	3	2	2	2	2	3	3	2	3				3
CL05	3	3	2				2	2		3			2	3
CL06	3	3		2	3	2	1	3	2	3			2	2

Detailed Syllabus

UNIT 1: Evolution of Management Thought: (10h)

Evolution of Management Thought- Indian and Western Management Thoughts; Scientific Management, Contributions of Henry Fayol, Administrative School, Human Relations School, System School, Contingency School Management Thoughts from Vedic and Non-Vedic Literature (Buddhist, Sufi, and Vachana literature); Social and Ethical issues in management, Challenges of managing the 21st-century organization.

UNIT 2: Managerial Functions: (10 h)

Planning -concept, significance, types; Organizing -concept, principles, theories, types of organizations; Authority, and responsibility - Centralization vs. decentralization; Staffing; Directing; Coordinating; Control -nature, process, and techniques.

UNIT 3: Decision Making and Problem-Solving: (10 h)

Concept of Decision and Decision Making; Types, Process, Individual Vs Group Decision Making, Rationality in Decision Making; Problem-Solving: Approaches for problem-solving: Routine, Scientific, Quantitative and Creative Approach; Bases for Decision Making: Quantitative and Non-quantitative Bases for Decision Making

UNIT 4: Functional Areas of Management: (10 h)

Marketing: Concept and Process of Marketing, Concept of STP; Marketing Mix Decisions: Product, Price, Place, and Promotion; **Financial Management:** Scope and Objectives of Financial Management, Time Value of Money, BEP, Budgeting; Introduction to Capital Budgeting, Working Capital, Capital Structure, Shares and Debentures, Dividend Decision; **Human Resource Management:** Recruitment and Selection, Induction, Training and Development, Performance Appraisal, Compensation Management, Employee welfare measures. HRIS, HR Audit, HR Accounting.

UNIT 5: Motivation and Leadership: (10 h)

Motivation: Process of motivation; Theories of motivation - need hierarchy theory, theory X and theory Y, Two-factor theory, Alderfer's ERG theory, McClelland's learned need theory, Victor Vroom's expectancy theory, Stacy Adams equity theory.

Leadership: Concept; Leadership styles; Theories -Trait theory, Behavioural theory, Fielder's contingency theory; Harsey and Blanchard's situational theory; Managerial grid; Likert's four systems of leadership, contemporary issues in leadership.

Text Book & References

1. L M Prasad "Principles and Practices of Management" S Chand and Sons
2. Anil Bhat and Arya Kumar "Principles of Management" Oxford University Press.
3. James A F Stoner "Management" Pearson
4. Philip Kotler "Marketing Management"
5. Khan and Jain "Financial Management"
6. K Aswathappa "Human Resource Management"
7. Manuel G Velasquez: Business ethics- concepts and cases Pearson.
8. Luthans Hodgetts and Thompson: Social issues in business, Macmillan USA
9. A.C. Fernando: Business Ethics Pearson Education.
10. A.C. Fernando: Corporate Governance Pearson Education.
11. Gilbert: Principles of Management, McGraw Hill.
12. Organisation Behaviour- K. Ashwathappa.
13. Organisation Behaviour-Stephen Robins.
14. Organisation Behaviour-Fred Luthans.

Central University of Karnataka, Kalaburagi
BBA - Course Content / Syllabus
Semester-I

Code	Type	Title	Credits	Hours	L	T	P
UBBTV10100	VAC	Entrepreneurship Development	02	02	1	1	0

Prerequisites: None

Course Learning Outcomes: After the completion of the course the students can:

CL01: Describe the concepts and terms of Entrepreneurship Development

CL02: Understand the theories, models and components of ED

CL03: Apply ED concepts to business management

CL04: Assessing the dynamism of the Business Environment.

CL05: Evaluating the business opportunities and threats and designing and implementing the business plan (Creating own venture)

**Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs)
and Program Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3	1	1	1	2	3	3	2		3	3		3	
CLO2	3	3	3	2	2	2	3	2		3	3		3	
CLO3	3	2	3	2	2	2	3	2		3	3		3	
CLO4	3	3	2	3	3	3	3	2		3	3		3	
CLO5	2	3	2	3	3	3	3	2		3	3		3	

Detailed Syllabus

Unit-1: Introduction: (15 hrs)

Concept of Entrepreneur, Intrapreneur, and Entrepreneurship; Interaction with successful Entrepreneur; Legal requirements for establishing and managing a business; Soft skills required for an entrepreneur: creativity and problem-solving, interpersonal communication, persuasion, negotiation and networking, delegation of authority and work; Developing Leadership and Entrepreneurial competencies; Theories of Entrepreneurship Development. Business Opportunity Identification: Market survey and assessment; Linking business opportunity with Entrepreneur;

Unit 2: Support institutions for MSME: (15 hrs)

Support institutions for MSME; Start-up ecosystem and policies in India; Business Plan preparation; Business Analysis: Technical, Marketing, Human Resource, Financial Analysis; Investment Appraisal Techniques; Project Planning and Implementation; Managing Business Crisis; Industrial Visit.

References

1. Robert D Hisrich, Entrepreneurship, Tata McGraw Hill
2. Vijaya Kumar Ivaturi, The Manual for Indian Start-ups, Penguin Random House
3. Subrato Bagchi, The High-Performance Entrepreneur, Portfolio Penguin
4. Shereen Bhan, Young Turks, Random House India

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BBA - Course Content / Syllabus
Semester-I

Code	Type	Title	Credits	Hours	L	T	P
UBBTV10101	VAC	Employability Skills	02	02	1	1	0

Prerequisites: None

Course Learning Outcomes: After the completion of the course the students can:

- CLO7 Have skills and preparedness for aptitude tests.
- CLO8 Be equipped with essential communication skills.
- CLO9 Use logical thinking and analytical abilities to solve Reasoning and Quantitative aptitude questions from competitive tests.
- CLO10 Master the presentation skills and be ready for facing interviews.
- CLO11 Analyze reading passages and quickly find out the correct responses to questions asked.
- CLO12 Introspect & develop a planned approach towards career & life in general.

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PSO 1	PSO 2	PSO 3	PSO 4
CLO1	3	1	1			2	3	1	3	3	3		1	
CLO2	3	1		2		3	3		3	2	3		3	
CLO3	3	3	1	3		2	2	2	3	3	2		3	
CLO4	3	3		2	2	1	3	1	3	3	1		3	1
CLO5	1	3	3	1	2	3	2	3	2	3	1	3	2	1
CLO6	1	3	3	1	2	3	2	1	3	2	1	2	2	1

Detailed Syllabus

Unit 1: Grammar, Comprehension and Communication Basics (12h)

Grammar and Comprehension: English sentences and phrases, Analysis of complex sentences, Transformation of sentences, Paragraph writing, Story writing, Reproduction of a story, Letter writing, précis writing, Paraphrasing, and email writing.

Communication Basics: Definition, Nature, and scope of communication, Importance, and Purpose of communication, types of communication. Verbal communication - Importance of Spoken English, Professional presentation-planning, preparing, and delivering a presentation, Elements of effective writing, main forms of written communication, Email writing.

Unit 2: Reasoning, Quantitative Ability and Problem-Solving Techniques (12h)

Arithmetic and Mathematical Reasoning:

Aspects of intelligence, multiple intelligence theory, Number sequence test, mental arithmetic (square and square root, LCM and HCF, speed calculation, remainder theorem).

Analytical Reasoning and Quantitative Ability: Matching, Selection, arrangement, Verifications (Exercises on each of these types). Verbal aptitude (Synonym, Antonym, Analogy).

Problem-Solving Techniques:

Problem-solving model: 1. Define the problem, 2. Gather information, 3. Identify various solutions, 4. Evaluate alternatives, 5. Take action, 6. Evaluate the actions. Problem-solving skills: 1. Communicate, 2. Brainstorming, 3. Learn from mistakes.

Unit 3: Skills for Interviews (12h)

Skills for Interviews: Resume, How to develop an impressive resume, Interviews Types of interviews, preparatory steps for job interviews, interview skill tips, Group discussion- importance of group discussion, types of group discussion, difference between group discussion, panel discussion and debate, GD based on the current affairs, personality traits evaluated in group discussions, tips for successful participation in group discussion, purpose of listening, benefits of effective listening, Non-verbal communication-body movement, physical appearance, verbal sounds, closeness, time.

Text Book & References

1. R. Gajendra Singh Chauhan, Sangeeta Sharma, "Soft Skills- An integrated approach to maximize personality", First Edition 2016, Wiley.
2. Wren and Martin, "English grammar and Composition", S. Chand publications.
3. Quantitative aptitude by RS Agarwal, S Chand Publications.
4. R.S. Aggarwal, "A modern approach to verbal reasoning", S. Chand publications.
5. Murphy, R. (2007) Essential English Grammar, CUP. ISBN: 8175960299.
6. C. Muralikrishna and S. Mishra (2011) Communication Skills for Engineers, Pearson education. ISBN: 9788131733844.

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BBA - Course Content / Syllabus
Semester-II

Code	Type	Title	Credits	Hours	L	T	P
UBBTC20104	DSC	Organizational Behaviour	04	04	3	1	0

Prerequisites: None

Course Learning Outcomes: After the completion of the course the students can:

- CLO1 Understand the concept and importance of organizational behavior.
- CLO2 Understand the challenges and opportunities management faces due to behavior of individuals and groups.
- CLO3 Analyze the factors that influence individual and group behavior in an organization.
- CLO4 Motivate and inspire the employees in an organization.
- CLO5 Lead the team and organization to achieve its goals

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3	1	1	1	2	3	3	2		3	3		3	
CLO2	3	3	3	2	2	2	3	2		3	3		3	
CLO3	3	2	3	2	2	2	3	2		3	3		3	
CLO4	3	3	2	3	3	3	3	2		3	3		3	
CLO5	2	3	2	3	3	3	3	2		3	3		3	

Detailed Syllabus

Unit 1: Nature and Evolution of Management (12h)

Meaning, Definition, and Need for Management; The Management Process; Types of Managers and Management Levels; Management Levels and Skill; Challenges of Management; **Evolution of Management Thought:** Early Thinking about Management, Scientific Management, Classical Organization Theory, Behaviour School, Decision theory school; Management Science School, System Approach; Contingency theory of management.

Unit 2: Planning and Strategy (12h)

Planning -Concept, Significance, Process, Types; Difference between strategic plans and operational plans, 7S Model, Institutionalizing Strategy and Operationalizing Strategy.

Unit 3: Organizing (12h)

Organizing -Concept, Building Blocks of Organization, Organizational Design, Principles, Theories, Down Sizing and Right-Sizing, Types of Organizational Structure; Power: Sources of Power, Cultural Aspects of Power, Authority: Basis of Authority, Line and Staff Authority, Responsibility, Delegation: Advantages of Delegation, Barriers to Delegation, Guidelines for Effective Delegation, Centralization-Decentralization.

Unit 4: Staffing (HRM) (12h)

Concept, Process of HRM, Human Resource Planning, Recruitment, Selection, Orientation, Training and Development, Performance Appraisal and Compensation, Promotion, Transfer, Demotion, Separation.

Unit 5: Directing, Coordinating and Controlling (12h)

Directing, coordinating; Controlling: Concept, Process, Designing Control System, and Control Techniques; Operations Management and Management Information System.

Text Book & References

1. Stephen P. Robbins: Organizational Behaviour, Prentice Hall of India Private Limited, New Delhi.
2. Griffin, Ricky W: Organisational Behaviour, Houghton Mifflin Co., Boston.
3. Hellreigel, Don, John W. Slocum, Jr., and Richard W. Woodman: Organizational Behavior, South Western College Publishing, Ohio.
4. Hersey, Paul, Kenneth H. Blanchard and Dewey E. Johnson: Management of Organisational Behaviour: Utilising Human Resources, Prentice Hall, New Delhi.
5. Ivancevich; John and Micheel T. Matheson: Organisational Behaviour and Management, Business Publication Inc., Texas.
6. Newstrom, John W. and Keith Davis: Organizational Behavior: Human Behavior at Work, Tata McGraw-Hill, New Delhi.
7. Robbins, Stephen P, and Mary Coulter: Management, Prentice Hall, New Delhi. Robbins, Stephen P: Organizational Behavior" Prentice Hall, New Delhi.
8. Steers, Richard M. and J. Stewart Black: Organizational Behavior, Harper Collins College Publishers, New York. Sukla, Madhukar: Understanding Organisations: Organisation Theory and Practice in India, Prentice Hall, New Delhi.
9. Govindarajan & Natarajan: Principles of Management, Prentice Hall of India Private Limited, New Delhi.
10. Stoner, Freeman & Gilbert, Jr.: Management, Prentice Hall of India private Limited, New Delhi.
11. Tripathy & Reddy: Principles of Management, Tata McGraw-Hill Publications, New Delhi.
12. Fred Luthans: Organizational Behaviour, Tata McGraw-Hill Publications, New Delhi.
13. Udai Pareek: Understanding Organizational Behaviour, Oxford University Press, New Delhi.

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Semester-II

Code	Type	Title	Credits	Hours	L	T	P
UBBTC20105	DSC	Applied Microeconomics	04	04	3	1	0

Prerequisites: None

Course Learning Outcomes: After the completion of the course the students can:

- CLO1 Understand the basic concepts of Microeconomics from the perspective of individual and organizational decision-making as consumers as well as producers.
- CLO2 Analyze the interactions of supply and demand and the characteristics of perfect and imperfect markets.
- CLO3 Apply the microeconomic concepts to analyze real-life situations.
- CLO4 Determination and measurement of aggregate microeconomic variables
- CLO5 Apply microeconomics concepts and tools for effective business decision-making.

**Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs)
and Program Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3				2			3		3			2	2
CLO2	3	2			2		2	3		3			2	2
CLO3	3	3	2		2	2	2	2		3			2	2
CLO4	3	2	3		2	2		2		3			2	2
CLO5	2	3	3		2	2		3		3			2	2

Detailed Syllabus

UNIT 1: Introduction to Economics: (15h)

Meaning, definition, nature, the scope of economics, role of economics in decision making, economics as an art or science, practical uses of economics, and methods of economic analysis. Micro Economics: Meaning, nature, and scope, the difference between micro and macroeconomics.

UNIT 2: Demand and Supply Analysis: (10h)

Meaning of Demand, Types of Demand, Law of Demand, Determinants of Demand, Demand Function, Elasticity of Demand- price elasticity of demand. Income elasticity of demand, Cross Elasticity of demand, Law of Supply, Supply Schedule, Supply Curve, Price elasticity of supply.

UNIT 3: Production Analysis: (15h)

Production function, Types of Production Function, Law of Returns, Law of variable proportions, Law of Increasing Returns, Law of Constant Returns, Law of Diminishing returns, Returns to scale

UNIT 4: Cost and Revenue Analysis: (10h)

Cost concepts, Cost Elements, the Relationship between Production and Cost, Average and Marginal cost curves, the Relationship between average and marginal cost, the concept of revenue, Revenue Curve, and the Relationship between average and marginal revenue.

UNIT 5: Market Structures: (10h)

Meaning of Market, Classification of markets, Perfect Competition, Imperfect Competition, Monopolistic Market, Oligopoly Market, and Duopoly Market.

Text Book & References

1. Abel, A., Bernanke, B. (2016). Macroeconomics, 9th ed. Pearson Education.
2. Blanchard, O. (2018). Macroeconomics, 7th ed. Pearson Education.
3. Dornbusch, R., Fischer, S., Startz, R. (2018). Macroeconomics, 12th ed. McGraw-Hill.
4. Jones, C. (2016). Macroeconomics, 4th ed. W.W. Norton.
5. Mankiw, N. (2016). Macroeconomics, 9th ed. Worth Publishers.
6. Mankiw, N. (2007). Economics: Principles and applications, 4th ed. Cengage Learning.

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Semester-II

Code	Type	Title	Credits	Hours	L	T	P
UBBTC20106	DSC	Business Statistics	04	04	1	1	2

Prerequisites: None

Course Learning Outcomes: After the completion of the course the students can:

- CLO1** Describe the concepts of statistics in business.
- CLO2** Understand the importance of various techniques for analyzing the statistical data Understand and apply metrics, determinants, series, and progression in business.
- CLO3** Solve business problems through various statistical tools and methods.
- CLO4** Interpret the results obtained from statistical methods.
- CLO5** Draw meaningful inferences from the data.

**Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs)
and Program Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3	2	3	2	2	2		2	3	3	2	2	2	2
CLO2	3	2	3	3	2	2		3	3	3	2	2	3	3
CLO3	3	3	3	2	2			3	3	3	2	2	3	3
CLO4	3	3	3	2	2			3	3	3	2	2	3	3
CLO5	2	3	3	3	3	2		3	3	3	2	2	3	3

Detailed Syllabus

UNIT 1: Introduction: (10h)

Origin and development of Statistics, Definition of Statistics, Importance and scope of Statistics, Limitations of Statistics, Role of Statistics in business decision making. Classification of data, organizing data- Frequency distribution, Cumulative frequency distribution, tabulation- meaning and importance. Graphical presentation of data, types of graphs, and diagrams.

UNIT 2: Measures of Central Tendency and Dispersion: (15h)

Arithmetic means of ungrouped and grouped data, weighted mean, median of ungrouped and grouped data, mode of ungrouped and grouped data, graphical methods of calculating median and mode, comparison between measures of central tendency, advantages, and disadvantages of measures of central tendency.

Measures of dispersion- range, mean absolute deviation, variance, standard deviation, coefficient of variation, z-score, Chebyshev's theorem. Introduction to skewness and kurtosis.

UNIT 3: Correlation and Regression: (15h)

Correlation- types of correlation, methods of correlation analysis- Karl Pearson's correlation coefficient, Spearman's rank correlation, coefficient of determination.

Regression analysis- regression model, method of determining regression coefficient, standard error of estimate

UNIT 4: Time Series Analysis and Index Number: (10h)

Forecasting, Time-series analysis- components, forecasting methods- freehand method, smoothing method, linear trend projection method. Measurement of seasonal effect- seasonal index, simple average method, ratio to trend method. Measurement of cyclical variation.

Index number-Types of a price index number use index numbers, methods of construction of price indexes- unweighted price index, aggregate price index, average price relative index, weighted aggregate price index, a weighted average of price relative index.

UNIT 5: Probability and Probability Distribution: (10h)

Concept of probability, Definition, approaches, additional rules, multiplication rule, Bayes Theorem,

Probability distribution, discrete probability distribution- binomial distribution, Poisson distribution, continuous probability distribution- normal distribution.

Text Book & References

1. J. K. Sharma, Business Statistics- Vikas Publishing House.
2. S. P. Gupta, Statistical Methods- S Chand.
3. S. C. Gupta and Indira Gupta, Business Statistics- Himalaya Publishing House.
4. Richard Levin & David Rubin, Statistics for Management, Pearson Publication

(SKILL ENHANCEMENT COURSE SEC-1)
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Semester-II

Code	Type	Title	Credits	Hours	L	T	P
UBBTC20107	SEC 1	Computer Applications	02	02	1	0	1

Prerequisites: None

Course Learning Outcomes: After the completion of the course the students can:

- CLO1 Understand the various components of a computer network.
- CLO2 Explain the characteristics and usage of various elements of a computer.
- CLO3 Use various input, output, memory, and local network devices.
- CLO4 Explore the usage of different applications of computers.

**Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs)
and Program Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3	2	3	2	2	2		2	3	3	2	2	2	2
CLO2	3	2	3	3	2	2		3	3	3	2	2	3	3
CLO3	3	3	3	2	2			3	3	3	2	2	3	3
CLO4	3	3	3	2	2			3	3	3	2	2	3	3
CLO5	2	3	3	3	3	2		3	3	3	2	2	3	3

Detailed Syllabus

UNIT 1: Introduction to Computer: (10h)

The computer system as an information processing system; computer system differences- types of computer systems, hardware options- CPU, input devices, output devices, storage devices, communication devices, the configuration of hardware devices and their applications, Software needs, operating systems, and application software.

Modern Information Technology: The basic idea of Local Area Network (LAN) and wide Area Network (WAN) e-mail Internet technologies access device concept of a World Wide Web and internet browsing Multimedia.

UNIT 2: MSOffice (Word, & PowerPoint Presentation): (10h)

Introduction and working with MS Word in MS -Office; Word basic commands; Formatting text and document; sorting and tables; working with graphics; Introduction to mail merge. Work on Footer, Header, Page Numbering, Table creating, drawing, and quick table. PowerPoint basics, creating presentations quickly; working with graphics in PowerPoint;

showtime, sound effects, and animation effects.

UNIT3:Working with EXCEL: (10h)

formatting, function, chart, and features; Working with graphics in excel; using formulas for different operations, Using worksheets as the database in accounting, marketing, finance, and personal areas.

Text Book & References

1. Addison Wesley, Massachusetts, Date CJ An Introduction to Database Systems.
2. Dienes, Sheila, S: Microsoft Office, Professional for Windows 2010; Instant Reference; BPB Publication, Delhi.
3. Mansfield, Ron: The Compact Guide to Microsoft Office; BPB Publication, Delhi.
4. Norton, Peter: Working with IBM- Publication, Delhi.

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Semester-II

Code	Type	Title	Credits	Hours	L	T	P
UBBTD20100	MDC	Fundamentals of Business Management	03	03	2	1	0

Prerequisites: None

Course Learning Outcomes: After the completion of the course the students can:

- CLO7 Describe the concepts and practices of Business Management.
- CLO8 Understand the theories, models, and different schools of thought.
- CLO9 Integrate management principles into practices.
- CLO10 Assess the business and organizational environment.
- CLO11 Evaluate the business and organizational opportunities and threats.
- CLO12 Build and enhance decision-making capacity

**Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs)
and Program Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CL01	3	3		1	3	2	3	3	3	3	2			
CL02	3	3	1	1	2	2	3	3	2	3				
CL03	3	2		3	3	3	3	3	3	3	3		2	
CL04	2	3	2	2	2	2	3	3	2	3				3
CL05	3	3	2				2	2		3			2	3
CL06	3	3		2	3	2	1	3	2	3			2	2

Detailed Syllabus

UNIT 1: Evolution of Management Thought: (10h)

Evolution of Management Thought- Indian and Western Management Thoughts; Scientific Management, Contributions of Henry Fayol, Administrative School, Human Relations School, System School, Contingency School Management Thoughts from Vedic and Non-Vedic Literature (Buddhist, Sufi, and Vachana literature); Social and Ethical issues in management, Challenges of managing the 21st-century organization.

UNIT 2: Managerial Functions: (10 h)

Planning -concept, significance, types; Organizing -concept, principles, theories, types of organizations; Authority, and responsibility - Centralization vs. decentralization; Staffing; Directing; Coordinating; Control -nature, process, and techniques.

UNIT 3: Decision Making and Problem-Solving: (10 h)

Concept of Decision and Decision Making; Types, Process, Individual Vs Group Decision Making, Rationality in Decision Making; Problem-Solving: Approaches for problem-solving: Routine, Scientific, Quantitative and Creative Approach; Bases for Decision Making: Quantitative and Non-quantitative Bases for Decision Making

UNIT 4: Functional Areas of Management: (10 h)

Marketing: Concept and Process of Marketing, Concept of STP; Marketing Mix Decisions: Product, Price, Place, and Promotion; **Financial Management:** Scope and Objectives of Financial Management, Time Value of Money, BEP, Budgeting: Introduction to Capital Budgeting, Working Capital, Capital Structure, Shares and Debentures, Dividend Decision; **Human Resource Management:** Recruitment and Selection, Induction, Training and Development, Performance Appraisal, Compensation Management, Employee welfare measures. HRIS, HR Audit, HR Accounting.

UNIT 5: Motivation and Leadership: (10 h)

Motivation: Process of motivation; Theories of motivation - need hierarchy theory, theory X and theory Y, Two-factor theory, Alderfer's ERG theory, McClelland's learned need theory, Victor Vroom's expectancy theory, Stacy Adams equity theory.

Leadership: Concept; Leadership styles; Theories -Trait theory, Behavioural theory, Fielder's contingency theory; Harsey and Blanchard's situational theory; Managerial grid; Likert's four systems of leadership, contemporary issues in leadership.

Text Book & References

15. L M Prasad "Principles and Practices of Management" S Chand and Sons
16. Anil Bhat and Arya Kumar "Principles of Management" Oxford University Press.
17. James A F Stoner "Management" Pearson
18. Philip Kotler "Marketing Management"
19. Khan and Jain "Financial Management"
20. K Aswathappa "Human Resource Management"
21. Manuel G Velasquez: Business ethics- concepts and cases Pearson.
22. Luthans Hodgetts and Thompson: Social issues in business, Macmillan USA
23. A.C. Fernando: Business Ethics Pearson Education.
24. A.C. Fernando: Corporate Governance Pearson Education.
25. Gilbert: Principles of Management, McGraw Hill.
26. Organisation Behaviour- K. Ashwathappa.
27. Organisation Behaviour-Stephen Robins.
28. Organisation Behaviour-Fred Luthans.

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Code	Type	Title	Credits	Hours	L	T	P
UBBCS20601	DSC	Office Management	03	03	2	1	0

Prerequisites: None

Course Learning Outcomes: After the completion of the course the students can:

CLO1: To understand the nature, objectives, and concepts of office management

CLO2: To understand the various functions of office management

CLO3: Ability to file and index in different offices

CLO4: To understand and analyze office record management

CLO5: To evaluate the work standards and techniques of office management

CLO6: To create and apply office safety and security measures

**Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs)
and Program Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3	1		1			2	3	3	3	3			3
CLO2	3			2			2	2	3	2	2	1	2	3
CLO3	3	3	1	1		3		1	3		3		3	1
CLO4	3	1	3	1		1	2	3	3	3	2		3	3
CLO5	1	3	3	1	3	2			3	2	3		3	3
CLO6	1	3	3	2		2	2	2	3	3	3		3	1

Detailed Syllabus

UNIT 1: Office and office Management: (10h)

Office and office Management – meaning of office, the function of office, primary and administrative functions, and the importance the of office. Relation of office with other departments of business Organization. Concept of paperless office, virtual office, back and front office, open and private office. Definition and elements of office management, duties of an Office Manager.

UNIT 2:Filing and Indexing: (12h)

Filing and Indexing – Meaning and importance of filing, essential of good filing

system. Centralized and decentralized filing system. Meaning, need and types of indexing used in the business organization.

UNIT 3:Office Forms: (8h)

Office forms– Meaning and types of forms used in a business organization, advantages, forms controls, objectives, form designing, principles of forms designing, and specimens of forms used in an office. Office Record Management – Meaning, the importance of record keeping management, principles of record management, and types of records kept in a business organization.

UNIT 4: Office Machines and Equipment: (8h)

Office Machines and Equipment – Importance, objectives of office machines. Office Safety and Security – Meaning, importance of office Safety, safety hazards, and steps to improve office safety. Security hazards and steps to improve office security; office automation.

UNIT V:Measurement of Office Work: (7h)

Measurement of Office Work – Importance, purpose, and difficulty in measuring office work. Different ways of measurement, setting of work standards, benefits of work standards. Techniques of setting standards. Office Manuals – Meaning, need, types of office manuals and steps in preparing office manuals

Skill Development Activities

1. Creating a paperless virtual office
2. Preparing a Centralized and decentralized filing system
3. Preparing different office forms
4. Prepare a list of different, safety hazards used in five different organizations

Text Book & References

1. Chhabra, T.N., Modern Business Organisation, New Delhi, Dhanpat Rai & Sons.
2. Duggal, Balraj, Office Management and Commercial Correspondence, Kitab Mahal, New Delhi.
3. P.K. Ghosh, “Office Management”, Sultan Chand & Sons. New Delhi.
4. R.K. Chopra, Office Management, Himalaya Publishing House.

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Code	Type	Title	Credits	Hours	L	T	P
UBBTV20100	VAC	Entrepreneurship Development	02	02	1	1	0

Prerequisites: None

Course Learning Outcomes: After the completion of the course the students can:

CL01: Describe the concepts and terms of Entrepreneurship Development

CL02: Understand the theories, models and components of ED

CL03: Apply ED concepts to business management

CL04: Assessing the dynamism of the Business Environment.

CL05: Evaluating the business opportunities and threats and designing and implementing the business plan (Creating own venture)

**Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs)
and Program Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3	1	1	1	2	3	3	2		3	3		3	
CLO2	3	3	3	2	2	2	3	2		3	3		3	
CLO3	3	2	3	2	2	2	3	2		3	3		3	
CLO4	3	3	2	3	3	3	3	2		3	3		3	
CLO5	2	3	2	3	3	3	3	2		3	3		3	

Detailed Syllabus

Unit-1: Introduction: (15 hrs)

Concept of Entrepreneur, Intrapreneur, and Entrepreneurship; Interaction with successful Entrepreneur; Legal requirements for establishing and managing a business; Soft skills required for an entrepreneur: creativity and problem-solving, interpersonal communication, persuasion, negotiation and networking, delegation of authority and work; Developing Leadership and Entrepreneurial competencies; Theories of Entrepreneurship Development. Business Opportunity Identification: Market survey and assessment; Linking business opportunity with Entrepreneur;

Unit 2: Support institutions for MSME: (15 hrs)

Support institutions for MSME; Start-up ecosystem and policies in India; Business Plan preparation; Business Analysis: Technical, Marketing, Human Resource, Financial Analysis; Investment Appraisal Techniques; Project Planning and Implementation; Managing Business Crisis; Industrial Visit.

References

5. Robert D Hisrich, Entrepreneurship, Tata McGraw Hill
6. Vijaya Kumar Ivaturi, The Manual for Indian Start-ups, Penguin Random House
7. Subrato Bagchi, The High-Performance Entrepreneur, Portfolio Penguin
8. Shereen Bhan, Young Turks, Random House India

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Code	Type	Title	Credits	Hours	L	T	P
UBBTV20101	VAC	Employability Skills	02	02	1	1	0

Prerequisites: None

Course Learning Outcomes: After the completion of the course the students can:

- CLO13 Have skills and preparedness for aptitude tests.
- CLO14 Be equipped with essential communication skills.
- CLO15 Use logical thinking and analytical abilities to solve Reasoning and Quantitative aptitude questions from competitive tests.
- CLO16 Master the presentation skills and be ready for facing interviews.
- CLO17 Analyze reading passages and quickly find out the correct responses to questions asked.
- CLO18 Introspect & develop a planned approach towards career & life in general.

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PSO 1	PSO 2	PSO 3	PSO 4
CLO1	3	1	1			2	3	1	3	3	3		1	
CLO2	3	1		2		3	3		3	2	3		3	
CLO3	3	3	1	3		2	2	2	3	3	2		3	
CLO4	3	3		2	2	1	3	1	3	3	1		3	1
CLO5	1	3	3	1	2	3	2	3	2	3	1	3	2	1
CLO6	1	3	3	1	2	3	2	1	3	2	1	2	2	1

Detailed Syllabus

Unit 1: Grammar, Comprehension and Communication Basics (12h)

Grammar and Comprehension: English sentences and phrases, Analysis of complex sentences, Transformation of sentences, Paragraph writing, Story writing, Reproduction of a story, Letter writing, précis writing, Paraphrasing, and email writing.

Communication Basics: Definition, Nature, and scope of communication, Importance, and Purpose of communication, types of communication. Verbal communication - Importance of Spoken English, Professional presentation-planning, preparing, and delivering a presentation, Elements of effective writing, main forms of written communication, Email writing.

Unit 2: Reasoning, Quantitative Ability and Problem-Solving Techniques (12h)

Arithmetic and Mathematical Reasoning:

Aspects of intelligence, multiple intelligence theory, Number sequence test, mental arithmetic (square and square root, LCM and HCF, speed calculation, remainder theorem).

Analytical Reasoning and Quantitative Ability: Matching, Selection, arrangement, Verifications (Exercises on each of these types). Verbal aptitude (Synonym, Antonym, Analogy).

Problem-Solving Techniques:

Problem-solving model: 1. Define the problem, 2. Gather information, 3. Identify various solutions, 4. Evaluate alternatives, 5. Take action, 6. Evaluate the actions. Problem-solving skills: 1. Communicate, 2. Brainstorming, 3. Learn from mistakes.

Unit 3: Skills for Interviews (12h)

Skills for Interviews: Resume, How to develop an impressive resume, Interviews Types of interviews, preparatory steps for job interviews, interview skill tips, Group discussion- importance of group discussion, types of group discussion, difference between group discussion, panel discussion and debate, GD based on the current affairs, personality traits evaluated in group discussions, tips for successful participation in group discussion, purpose of listening, benefits of effective listening, Non-verbal communication-body movement, physical appearance, verbal sounds, closeness, time.

Text Book & References

7. R. Gajendra Singh Chauhan, Sangeeta Sharma, "Soft Skills- An integrated approach to maximize personality", First Edition 2016, Wiley.
8. Wren and Martin, "English grammar and Composition", S. Chand publications.
9. Quantitative aptitude by RS Agarwal, S Chand Publications.
10. R.S. Aggarwal, "A modern approach to verbal reasoning", S. Chand publications.
11. Murphy, R. (2007) Essential English Grammar, CUP. ISBN: 8175960299.
12. C. Muralikrishna and S. Mishra (2011) Communication Skills for Engineers, Pearson education. ISBN: 9788131733844.

Central University of Karnataka, Kalaburagi
BBA - Course Content / Syllabus
Semester-III

Code	Type	Title	Credits	Hours	L	T	P
UBBTC30108	DSC	Principles of Marketing	04	04	3	1	0

Prerequisites: None

Course Learning Outcomes: After the completion of the course the students can:

- CLO1:** Understand the core concepts and theories in marketing.
- CLO2:** Analyze market trends, consumer behavior, and competitive landscapes.
- CLO3:** Develop basic marketing strategies and plans.
- CLO4:** Evaluate the ethical and social implications of marketing decisions.
- CLO5:** Apply marketing concepts to real-world scenarios.

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1				2		2		2						
CLO2		3					2							
CLO3				3					3		3			
CLO4			1							3		3		
CLO5					3			3				3		
CLO6							2					3		

Detailed Syllabus

Unit 1: Foundations of Marketing (10h)

Definition of marketing; Importance of marketing in business; Evolution of marketing concepts; Role of marketing in a globalized economy

Unit 2: Consumer Behavior and Market Research (10h)

Factors influencing consumer behavior; Consumer decision-making process; Segmentation, targeting, and positioning; Importance of market research; Types of market research; Data collection and analysis; Identifying market trends and opportunities

Unit 3: Product, Brand, and Pricing Strategies (15 h)

Product lifecycle; Product development and innovation; Branding and brand equity; Factors influencing pricing decisions; Pricing objectives and methods; Value-based pricing vs. cost-based pricing

Unit 4: Distribution and Integrated Marketing Communications: (15 h)

Channels of distribution; Retailing and e-commerce; Logistics and supply chain strategies; Promotion mix: advertising, sales promotion, public relations, personal selling; Digital marketing and social media; Creating effective marketing messages

Unit 5: Marketing Ethics, Social Responsibility, and Services Marketing: (10 h)

Ethical issues in marketing; Socially responsible marketing; Impact of marketing on society and the environment; Characteristics of services; Service quality and customer satisfaction; Marketing strategies for service industries

Text Book & References

16. Marketing Management: A South Asian Perspective" by Philip Kotler, Kevin Lane Keller, Abraham Koshy, and Mithileshwar Jha This edition of Kotler's classic textbook has been adapted for the South Asian market, including examples and case studies from India.
17. Principles of Marketing: A South Asian Perspective" by Philip Kotler, Gary Armstrong, Prafulla Y. Agnihotri, and Ehsan Ul Haque This book offers a comprehensive introduction to marketing concepts, contextualized for the South Asian region.
18. Winning in the Indian Market: Understanding the Transformation of Consumer India" by Rama Bijapurkar This book provides a deep dive into Indian consumer behavior, helping marketers understand the unique characteristics of the Indian market.

Course Learning Outcomes

At the end of the course, you must be able to:

1. Understand the core concepts and theories in marketing.
2. Analyse market trends, consumer behavior, and competitive landscapes.
3. Develop basic marketing strategies and plans.
4. Evaluate the ethical and social implications of marketing decisions.
5. Apply marketing concepts to real-world scenarios

Central University of Karnataka, Kalaburagi
BBA - Course Content / Syllabus
Semester-III

Code	Type	Title	Credits	Hours	L	T	P
UBBTC30109	DSC	Human Resource Management	04	04	3	1	0

Prerequisites: None

- CLO1** Describe HRM Policies and Practices for managing knowledge, developing global leaders through global/local resourcing
- CLO2** Understand the various HR practices, their process, and their importance
Explain depreciation and various methods of depreciation.
- CLO3** Know the basic application and importance of each HR practice.
- CLO4** Analyse the significant employment practices in India and across borders and approaches to the international context.
- CLO5** Identify recent trends to make appropriate choices to organize their operations.
- CLO6** Apply the best practices of human resource management under the background of globalization

**Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs)
and Program Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1				2		2		2						
CLO2		3					2							
CLO3				3					3		3			
CLO4			1							3		3		
CLO5					3			3				3		
CLO6							2					3		

Detailed Syllabus

UNIT 1: Introduction and Importance of Human Resource Management: (10h)

Meaning, Nature and Scope, Functions of HRM, and Role of HR Manager – Advisory and service function to other departments, policies, and organization of the HRM Department.
Introduction to IHRM

UNIT 2: Human Resource Planning: (10h)

HRM planning – Planning process Procurement and Development Functions: Job Analysis,

Job description, job specification, recruitment, selection, placement and induction and socialization, Recruitment & Selection process

UNIT 3: Training and Development & Appraisal: (15h)

Meaning and concept of Training & development; Types and methods, career planning, promotion, demotion, transfer, separations, Performance appraisal – purpose, factors, methods, 360-degree feedback, uses, and application.

UNIT 4: Compensation and Integration Functions: (15h)

Job evaluation – Merit rating – Methods of wage payment and incentive plans, compensation – Types, advantages, perquisites. Wage system in India – Minimum wage, fair wage, living wage, wage and salary administration; Administration of welfare, amenities & fringe benefits, safety and accident prevention work, environment fatigue safety, accident prevention. Employee grievances and their redressal, suggestion schemes, administration of discipline.

UNIT 5: Audit and Contemporary Practices in HRM: (10h)

Human resource accounting; Human Resource Information System; Human Resource Audit; Recent trends in Human Resource Management.

Text Book & References

1. Human Resource Management, Gary Dessler & Biju Varkkey, Pearson publication, 12th edition/latest edition
2. V.S.P Rao Human Resource Management- Text and Cases, Excel Books
3. Monappa & Saiyaddin: Personnel Management, Tata McGraw Hill.
4. Deepak Kumar Bhattacharya; Compensation management, Pearson Publication
5. De Cenzo, D.A. & Robbins: Fundamentals of Human Resource Management, New York: John Wiley & Sons.
6. Dessler, G: Human Resource Management, Pearson.
7. P.Subba Rao : International Human Resource Management
8. R. Wayne Mondy & Rober M. Noe: Human Resource Management, Pearson.
9. Dr. Kanchan Bhatia; Compensation Management, Himalaya Publishing House

Central University of Karnataka, Kalaburagi
BBA - Course Content / Syllabus
Semester-III

Code	Type	Title	Credits	Hours	L	T	P
UBBTC30110	DSC	Macro Economics	04	04	3	1	0

Prerequisites: None

- CLO1** Understand and remember the macroeconomic concepts.
CLO2 Understand the Indian and global market situations.
CLO3 Apply appropriate macroeconomic tools to solve business problems.
CLO4 Identify the nature of competition and frame competitive and Profitable pricing strategies in the Indian and global markets.
CLO5 Evaluate the impact of macroeconomic factors on business decisions.

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3	3	2	2		1		3		3		2	2	2
CLO2	3	3	2	1		2	2	3	2	2		2	2	2
CLO3	3	3	2	1	1		3			2		2	3	2
CLO4	2	2			2	2	2	1	1	2		1	2	3
CLO5	3	3	2			2		2	2	2		2	2	2

Detailed Syllabus

UNIT 1: Measurement of macroeconomic variables: (10h)

Measurement of macro-economic variables: national income accounts, gross domestic product, national income- meaning, circular flow of income, concepts of national income personal and personal disposable income; classical theory of income and employment: quantity theory of money – Cambridge version, classical theory of interest rate.

UNIT 2: Income and Employment: (10h)

Keynesian theory of income and employment: simple Keynesian model, components of aggregate demand, equilibrium income, changes in equilibrium, multiplier (investment, government expenditure, lump-sum tax, foreign trade).

UNIT3: Fiscal and Monetary policy: (15h)

Fiscal and monetary policy, crowding out, the composition of output and policy mix, policy mix in action; ISLM model: properties of ISLM curves, determination of equilibrium income and interest rates, the effect of monetary and fiscal policy, objectives of monetary and fiscal policy. Business cycle: meaning, features, and phases.

UNIT4: Money and Inflation: (15h)

Money: functions of money, the quantity theory of money, determination of money supply and demand, theory of money multiplier, indicators and instruments of monetary control; inflation: meaning, demand, and supply-side factors, CPI, WPI, and calculation of inflation in India consequences of inflation, anti-inflationary policies, natural rate theory, monetary policy-output and inflation, Phillips curve (short run and long run)

UNIT5: Balance of Payment: (10h)

Open economy: a brief introduction to BoP account, determinants of BoP, the market for foreign exchange and exchange rate, current account and capital account convertibility, advantages of currency convertibility, advantages of favourable BoP, disadvantages of unfavourable BoP.

Text Book & References

4. Dr. H.L . Ahuja (2014).Modern Economics (18th ed.). S. Chand & company
5. Dornbusch and Fischer (2010). Macroeconomics (9thed.). Tata McGraw Hill
6. N Gregory Mankiw (2010). Macroeconomics (7thed.). Worth Publishers
7. Olivier Blanchard, Macroeconomics (2009). (5thed.) Pearson
8. Mishra and Puri, Indian Economy
9. Datt and Sundaram, Indian Economy

Central University of Karnataka, Kalaburagi
BBA - Course Content / Syllabus
Semester-III

Code	Type	Title	Credits	Hours	L	T	P
UBBCS30602	SEC	Business Communication	03	03	2	1	0

Prerequisites: None

- CLO1 Understand and remember the concepts of business communication.
- CLO2 Understand the basic business requirements of business organizations
- CLO3 Apply business communication tools
- CLO4 Understand and analyze the different functions of management.
- CLO5 Identify the various forms of organizational communication and be flexible to adopt it

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3	3	2	2		1		3		3		2	2	2
CLO2	3	3	2	1		2	2	3	2	2		2	2	2
CLO3	3	3	2	1	1		3			2		2	3	2
CLO4	2	2			2	2	2	1	1	2		1	2	3
CLO5	3	3	2			2		2	2	2		2	2	2

Detailed Syllabus

Unit 1: Fundamentals of Language & Vocabulary: (10h)

Applied Grammar and usages - Parts of Speech, Determiners, Tenses, Subject-Verb Agreement, Prepositions, Active and Passive Voice; Reported Speech: Direct and Indirect; Sentence Structure, Punctuations; Vocabulary: Origin of words, affixation, Antonyms, Synonyms, one-word substitute, phrasal verbs, idioms, proverbs, and jargons.

Unit 2: Process of Business Communication: (10h)

Definition, Process, Objectives, Principles and Models of Business Communication; Types of Business Communication; Barriers to Business Communication; 7 Cs of communication, Media of Communication

Unit 3: Managing Organization Communication: (8h)

Formal Communication – Informal Communication – Intra and Inter-Personal Communication; Face of Face Communication – Visual Communication – Audio Visual Communication Skills.

Unit 4: Written Communication: (9h)

Business letters and reports - Introduction to business letters, Types of business letters, Layout of business letter, writing memos, the purpose of a report, kinds, and objectives of reports, writing reports;

Unit 5: Oral Communication and Personality Development: (10h)

Presentation skills - What is a presentation: elements of presentation, designing a presentation, advanced visual support for business presentation, Appearance, and posture, Practicing delivery of the presentation. Group communication; Media Management; Seminars, workshops, conferences, Business etiquettes; Personality Development: preparation of self-introduction; working on attitudes i.e, aggressive, assertive, and submissive

Text Book & References

1. Meenakshi Raman and Sangeeta Sharma, Technical Communication, Oxford
2. Scot Ober, Contemporary Business Communication, Biztantra
3. Bovee, Thill&Business Communication Today, Pearson
4. Nageshwar Rao and Rajendra Das, Business skills, HPH
5. Mary Ellen Guffy, Business Communication, Thomson
6. Managerial Communication Urmila Rai, SM Rai, Himalaya Publishing House.

Code	Type	Title	Credits	Hours	L	T	P
UBBTV30200	VAC	Entrepreneurship Development	02	02	1	1	0

Prerequisites: None

Course Learning Outcomes: After the completion of the course the students can:

CL01: Describe the concepts and terms of Entrepreneurship Development

CL02: Understand the theories, models and components of ED

CL03: Apply ED concepts to business management

CL04: Assessing the dynamism of the Business Environment.

CL05: Evaluating the business opportunities and threats and designing and implementing the business plan (Creating own venture)

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3	1	1	1	2	3	3	2		3	3		3	
CLO2	3	3	3	2	2	2	3	2		3	3		3	
CLO3	3	2	3	2	2	2	3	2		3	3		3	
CLO4	3	3	2	3	3	3	3	2		3	3		3	
CLO5	2	3	2	3	3	3	3	2		3	3		3	

Detailed Syllabus

Unit-1: Introduction: (15 hrs)

Concept of Entrepreneur, Intrapreneur, and Entrepreneurship; Interaction with successful Entrepreneur; Legal requirements for establishing and managing a business; Soft skills required for an entrepreneur: creativity and problem-solving, interpersonal communication, persuasion, negotiation and networking, delegation of authority and work; Developing Leadership and Entrepreneurial competencies; Theories of Entrepreneurship Development. Business Opportunity Identification: Market survey and assessment; Linking business opportunity with Entrepreneur;

.

Unit 2: Support institutions for MSME: (15 hrs)

Support institutions for MSME; Start-up ecosystem and policies in India; Business Plan

preparation; Business Analysis: Technical, Marketing, Human Resource, Financial Analysis; Investment Appraisal Techniques; Project Planning and Implementation; Managing Business Crisis; Industrial Visit.

References

9. Robert D Hisrich, Entrepreneurship, Tata McGraw Hill
10. Vijaya Kumar Ivaturi, The Manual for Indian Start-ups, Penguin Random House
11. Subrato Bagchi, The High-Performance Entrepreneur, Portfolio Penguin
12. Shereen Bhan, Young Turks, Random House India

Code	Type	Title	Credits	Hours	L	T	P
UBBTV30201	VAC	Employability Skills	02	02	1	1	0

Prerequisites: None

Course Learning Outcomes: After the completion of the course the students can:

- CLO19 Have skills and preparedness for aptitude tests.
- CLO20 Be equipped with essential communication skills.
- CLO21 Use logical thinking and analytical abilities to solve Reasoning and Quantitative aptitude questions from competitive tests.
- CLO22 Master the presentation skills and be ready for facing interviews.
- CLO23 Analyze reading passages and quickly find out the correct responses to questions asked.
- CLO24 Introspect & develop a planned approach towards career & life in general.

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PSO 1	PSO 2	PSO 3	PSO 4
CLO1	3	1	1			2	3	1	3	3	3		1	
CLO2	3	1		2		3	3		3	2	3		3	
CLO3	3	3	1	3		2	2	2	3	3	2		3	
CLO4	3	3		2	2	1	3	1	3	3	1		3	1
CLO5	1	3	3	1	2	3	2	3	2	3	1	3	2	1
CLO6	1	3	3	1	2	3	2	1	3	2	1	2	2	1

Detailed Syllabus

Unit 1: Grammar, Comprehension and Communication Basics (12h)

Grammar and Comprehension: English sentences and phrases, Analysis of complex sentences, Transformation of sentences, Paragraph writing, Story writing, Reproduction of a story, Letter writing, précis writing, Paraphrasing, and email writing.

Communication Basics: Definition, Nature, and scope of communication, Importance, and Purpose of communication, types of communication. Verbal communication - Importance of Spoken English, Professional presentation-planning, preparing, and delivering a presentation, Elements of effective writing, main forms of written communication, Email writing.

Unit 2: Reasoning, Quantitative Ability and Problem-Solving Techniques (12h)

Arithmetic and Mathematical Reasoning:

Aspects of intelligence, multiple intelligence theory, Number sequence test, mental arithmetic (square and square root, LCM and HCF, speed calculation, remainder theorem).

Analytical Reasoning and Quantitative Ability: Matching, Selection, arrangement, Verifications (Exercises on each of these types). Verbal aptitude(Synonym, Antonym, Analogy).

Problem-Solving Techniques:

Problem-solving model: 1. Define the problem, 2. Gather information, 3. Identify various solutions, 4. Evaluate alternatives, 5. Take action, 6. Evaluate the actions. Problem-solving skills: 1. Communicate. 2. Brainstorming, 3. Learn from mistakes.

Unit 3: Skills for Interviews (12h)

Skills for Interviews: Resume, How to develop an impressive resume, Interviews Types of interviews, preparatory steps for job interviews, interview skill tips, Group discussion- importance of group discussion, types of group discussion, difference between group discussion, panel discussion and debate, GD based on the current affairs, personality traits evaluated in group discussions, tips for successful participation in group discussion, purpose of listening, benefits of effective listening, Non-verbal communication-body movement, physical appearance, verbal sounds, closeness, time.

Text Book & References

13. R. Gajendra Singh Chauhan, Sangeeta Sharma, "Soft Skills- An integrated approach to maximize personality", First Edition 2016, Wiley.
14. Wren and Martin, "English grammar and Composition", S. Chand publications.
15. Quantitative aptitude by RS Agarwal, S Chand Publications.
16. R. S. Aggarwal, "A modern approach to verbal reasoning", S. Chand publications.
17. Murphy, R. (2007) Essential English Grammar, CUP. ISBN: 8175960299.
18. C. Muralikrishna and S. Mishra (2011) Communication Skills for Engineers, Pearson education. ISBN: 9788131733844.

Central University of Karnataka, Kalaburagi
BBA - Course Content / Syllabus
Semester-IV

Code	Type	Title	Credits	Hours	L	T	P
UBBTC40203	DSC	Basics of Financial Management	04	04	3	1	0

Prerequisites: None

- CLO1 Explain the various concepts of financial management.
- CLO2 Understand the calculation of the time value of money, NPV, IRR, WACC, OL, FL, and CL using Excel
- CLO3 Assess the financial performance of the firm.
- CLO4 Analyze the capital structure of the firm.
- CLO5 Manage the working capital of the firm.

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3	2	2	3	2	2	2		2	3		3	2	
CLO2	3	3	2	2	2	3		2	3	3		3	2	
CLO3	2	3	3	2	2	3	1	3	3	3		3	2	
CLO4	2	3	2	2	2	3	1	3	3	3		3	2	
CLO5	2	3	3	2	2	2	1	2	2	3		3	2	

Detailed Syllabus

UNIT I: Financial Management: (10h)

Nature of financial management: finance and related disciplines; scope of financial management; profit maximization, wealth maximization - traditional and modern approach; functions of finance – finance decision, investment decision, dividend decision; objectives of financial management; organization of finance function; concept of time value of money, present value, future value, and annuity.

UNIT II: Financing Decision: (15h)

Concept and measurement of cost of capital: cost of debt, cost of preference shares, and cost of equity shares; computation of Weighted Average Cost of Capital.
 Concept of Capital Structure: Determinants, Theories of Capital Structure-Relevance and Irrelevance, Optimal capital structure, Leverage analysis, EBIT -EPS analysis.

UNIT III: Capital Budgeting: (15h)

Capital Budgeting –nature, meaning, principles, and techniques; Discounting and non-discounting evaluation techniques

UNIT IV: Working Capital Management: (10h)

Meaning and determination of working capital; operating cycle; Management of cash - preparation of cash budgets (receipts and payment method only); receivables management – objectives, aging analysis; inventory management.

UNIT V: Dividend Theories: (10h)

Dividend policy decision -relevance and irrelevance dividends Theories-Walter's model, Gordon's model, MM hypothesis (Problems); Corporate Dividend Behaviour.

Text Book & References

1. R. P. Rustogi: Financial Management: Theory Concepts and Practices, Taxmann Publication
2. M.Y. Khan & P.K. Jain: Financial Management Text Problem and Cases, Tata McGraw Hill Publishing Co. Ltd.
3. J.V. Horne & J.M. Wachowicz: Fundamentals of Financial Management Prentice Hall.
4. I.M. Pandey: Financial Management: Theory and Practices, Vikas Publishing House
5. R.A. Brealey, S.C. Myers, F. Allen & P. Mohanty: Principles of Corporate Finance, McGraw Hill Higher Education.

Central University of Karnataka, Kalaburagi
BBA - Course Content / Syllabus
Semester-IV

Code	Type	Title	Credits	Hours	L	T	P
UBBTC40204	DSC	Entrepreneurship Development and Small Business Management	04	04	3	1	0

Prerequisites: None

CLO 1: Explain the concept and theories of entrepreneurship and its role in the economic development of the nation.

CLO 2: Assess the importance of business plans and identify the reasons for the failure of business plans.

CLO 3: Understand the steps in starting MSME

CLO 4: Analyze and comprehend government policies and regulatory frameworks available in India to facilitate the process of entrepreneurial development

CLO 5: Develop socially responsible enterprises

CLO 6: Approach the Entrepreneurship development institutions for building Enterprise and manage the family business

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3	2	1	2	2		2	2		3			3	
CLO2	2		3		2		2	2		3			3	
CLO3		3	2	2	3	3	2	3	1	3	1	1	3	1
CLO4	3	2	2	2	2	2		3	2	2		2	3	2
CLO5		2		3	2	2	2	3	2	3		2	3	2
CLO6	3	3	3	3	3	3	3	3	3	3	2	2	3	2

Detailed Syllabus

UNIT 1: Introduction to Entrepreneurship: (12 h)

Definition and Concept of Entrepreneurship, Theories of Entrepreneurship, Myths about Entrepreneurship, Entrepreneurial Traits and Motivation, Role of Entrepreneurship in economic development. Types of Entrepreneurs. Barriers in the way of Entrepreneurship. Entrepreneurship Development (ED) Cycle.

UNIT2: Creativity and Business Ideas: (12 h)

Creativity and Business Ideas, Blocks to Creativity. Business Plans and reasons for failure of business plans. Micro-Small-Medium (MSME) Enterprise – Definition – Characteristics-

Objectives- Advantages- Disadvantages-Role in developing countries, Problems- steps for starting- – Government Policies

UNIT3: EDP in India: (12 h)

EDP in India – Phases of Entrepreneurial programs – Government Policies- Administrative Framework – Policy instruments – Statutory Boards – Industrial Estates –Industrial clusters – Incentives and subsidies – Advantages - Needs & Problems – Promotional agencies. Business Incubators& Start-ups

UNIT4: Financing Options: (12 h)

Financing Options - Bridge capital, Seed capital assistance, Margin money scheme, Industrial Sickness, Causes-Remedies- An overview on the roles of institutions/schemes in entrepreneurial development- SIDBI, Commercial Banks. Other financing options- venture capital, lease funding, Angel Investors. Revival, Exit, and End to a Venture

UNIT5: Social Entrepreneurship: (12 h)

Profiling the Social Entrepreneur and their Social Ventures. Benefits and rewards of social enterprise, Impact of social enterprise on community and stakeholders.Case discussion Bangladesh Grameen Bank, Sulabh International, AMUL,Rangsit, Jaipur Rugs Foundation, Desi Crew, Piplal Tree,Goonj etc.

Text Book & References

1. Kumar, Arya(2018), “Entrepreneurship”, Pearson, New Delhi.
2. Gopal, V.P.Nanda (2015), “Entrepreneurial Development”, Vikas Publishing, New Delhi.
3. Desai, Vasant, “Dynamics of Entrepreneurial Development & Management”, Himalaya Publishing House.
4. Khanka,S S, Entrepreneurial Development, S.Chand & Co., New Delhi
5. Burns, P. (2001). Entrepreneurship and small business. New Jersey: Palgrave.
6. Ducker, P. F. (2006). Innovation and Entrepreneurship: Practice and principles, USA: Elsevier.
7. Prasanna Chandra: Project Preparation, Appraisal, and Implementation: Tata McGraw Hill, New Delhi

Central University of Karnataka, Kalaburagi
BBA - Course Content / Syllabus
Semester-IV

Code	Type	Title	Credits	Hours	L	T	P
UBBTC40205	DSC	Business Environment	03	03	2	1	0

Prerequisites: None

CLO1: Understand the relationship between environment and business, applying the environmental analysis techniques in practice

CLO2: Analyse the impact of the economic environment on Indian business.

CLO3: Analyse the Political Environment & Government policies and their impact on business.

CLO4: Analyse how businesses are affected by the Social & Cultural Environment and Global Environment.

CLO 5: Analyse the impact of the Technological Environment and Natural Environment on businesses.

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3	2	1	1	3	3	3	2	2	1		3	2	
CLO2	1	2	2	1	1	2	1	2	3	1		3	2	
CLO3	2	3	3	2	1	3	1	2	2	2		3	2	
CLO4	2	3	1	2	1	3	3	2	3	3		3	2	
CLO5	2	3	1	2	1	3	3	2	3	3		3	2	

Detailed Syllabus

UNIT 1: Business and its Environment: (5 h)

Meaning- Scope and Characteristics—Factors affecting micro and macro environment
Significance for economic policies and decisions in organizations- ethical issues in business.
Environmental Scanning

UNIT 2: Economic Environment: (8h)

Characteristics of the Indian Economy, factors affecting the economy, economic resources (natural, industrial, and technological) impact of liberalization, privatization, and globalization on Indian business.

UNIT 3: Political Environment and Government Policies: (12h)

Political institutions- Legislature- Executive- Judiciary- The Constitution of India- The Preamble- The Fundamental Rights- Rational and extent of state intervention- the role of govt. in business- the impact of Fiscal, Monetary, EXIM policy, and industrial policy on business.

UNIT 4: Social & Cultural Environment and Global Environment: (10 h)

Nature of Corporate governance- factors influencing corporate governance- mechanisms of corporate governance- nature of culture- impact of culture on business; Nature of globalization- manifestations of globalizations-deglobalization

UNIT 5: Technological Environment and Natural Environment: (10h)

Meaning- features- impact of technology- Transfer of technology – Technological policies; Natural environment and influence on business. Protection of environment; enactments and pollution agents- sustainable developments

REFERENCES:

1. K. Aswathappa, Essentials of Business Environment, Himalaya Publishing House Pvt. Ltd, Ninth Edition 2007.
2. Rosy Joshi, Sangam Kapoor, Business Environment, Kalyani Publishers, Third Revised edition 2011.
3. Francis Cherunilam, Business Environment, Himalaya Publishing House, Himalaya Publishing House Pvt. Ltd., 22nd Edition 2013.
4. S.Adhikari- Business Environment
5. Misra and Puri- Business Environment
6. Ruddar Dutt and Sundaram K.P.S - Business Environment
7. Chidambara K- Business Environment, Vikas Publishing House
8. The Rise and Fall of Nations-Ruchir Sharma, Penguin Books Limited, 2017

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BBA - Course Content / Syllabus
Semester-IV

Code	Type	Title	Credits	Hours	L	T	P
UBBTC40206	DSC	Operations Management	03	03	2	1	0

Prerequisites: None

Course Learning Outcomes: After the completion of the course, the students can:

- CLO1: Describe the basic concepts of operations management using manufacturing and service examples
 CLO2: Understand the roles and responsibilities of operations managers in the present organizations
 CLO3: Apply the planning and control concepts for decision-making
 CLO4: Analyse the role of operations in decision-making
 CLO5: Explain the various strategies for improving manufacturing and service contexts
 CLO6: Rewrite the strategic use of operations management

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	2					1		2		1				
CLO2	2					1		2		1				
CLO3	2	2	2			1		2		1				
CLO4	2	2	2			1		2		1				
CLO5	2	2	2			1		2		1				
CLO6	2	2	2			1		2		1				

Detailed Syllabus

UNIT 1: Introduction to Operation Management: (12 h)

Nature and scope of production and operations management, OM interaction with other functional areas of management - the role of production and operations manager- Careers in OM, Types of manufacturing systems - the difference between manufacturing and service operations.

UNIT 2: Product and Service Design: (8 h)

Process design and Product/Service design, Supply network design: Capacity (Facility) location Layout, Types of layouts and Design of the layout, Human resource strategies and working environment for job design, Work study: methods study and work measurement in job design.

UNIT 3: Planning and Control: (8 h)

Long-, medium-, and short-term production planning and Control. Production planning functions and activities include long-, medium-, and short-term factors.

Unit 4: Inventory Management: (8 h)

Type of Inventory Management Systems, EOQ Economic Order Quantity. Selective approaches to inventory control ABC VED analysis. Just in Time (JIT).

UNIT 5: Quality Control and Operations Performance: (9 h)

Quality defined; Dimensions of quality; Quality costs - quality circles- Total quality management (TQM), Statistical Quality Control (SQC) techniques: acceptance sampling and control charts, ISO 9000 Operations improvement - Approaches to improvement Operations and corporate social responsibility (CSR) (Case studies)

Textbooks

1. Nigel Slack, Stuart Chambers and Robert Johnston. (2016). *Operations management* (Eighth ed.). United Kingdom: Pearson Education Limited.

Reference Books

2. Buffa, S. Elwood and Sarin, K. Rakesh. (2013). *Modern Production/Operations Management* (Eighth Edition ed.). Delhi: John Wiley & Sons.
3. Everette E. Adam, Jr, Ronald J. Ebert. (2015). *Production and Operations Management*. Delhi: PHI Learning private Limited .
4. Kanishka Bedi. (2013). *Production and Operations Management*. Oxford University Press.
5. Krajewski j Le, K. Malhotra Manoj , P. Ritzman Larry, K. Srivastava Samir. (2019). *Operations Management: Processes and supply chain* (12 ed.). Pearson.
6. N D Vohra . (2017). *Quantitative Techniques in Management*. Chennai: McGraw Hill Education (India) Private Limited .
7. Pannerselvam R. (2018). *Production and operations management*, . Delhi : Prentice Hall of India.
8. S N Chary. (2019). *Production and Operations Management*. Chennai : McGraw Hill Education (India) Private Limited.
9. Shridhar Bhat k , Sowmya R Rao. (2013). *Production and Materials Management*. Mumbai: Himalaya Publishing House.
10. Jay Heizer, Barry Render, Chuck Munson, Amit Sachan . (2017). *Operations Management Sustainability and Supply chain Management* (Twelfth ed.). Pearson

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BBA - Course Content / Syllabus
Semester-IV

Code	Type	Title	Credits	Hours	L	T	P
UBBTC40207	DSC	Business Ethics	02	02	1	1	0

Prerequisites: None

- CLO1 Understand the importance of ethical practices in business
- CLO2 Understand the concepts of ethics, morality, and honesty
- CLO3 Apply ethical principles in business organizations
- CLO4 Analyse the issues and challenges related to the implementation of business ethics
- CLO5 Evaluate the situations, persons, and events whether they are ethical or not and their implications.
- CLO6 Create an ethical environment in the workplace

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	1			1		3	2	1		1	1	1	1	1
CLO2	1		1	2	2	3	2	1		1	1	1	1	1
CLO3	1	2	1	2	3	3	3	3	1	1	2	2	2	2
CLO4	1	2	1	2	3	3	3	3	1	1	1	1	1	1
CLO5	1	2	1	2	3	3	3	3	1	1	1	1	1	1
CLO6	1	3	3	2	3	3	3	3	1	1	2	2	2	2

Detailed Syllabus

UNIT 1: Introduction to Business Ethics: (10 h)

Introduction, Concept of Ethics and Morals, Business Ethics, Need for Business Ethics, Benefits of Business Ethics, Principles of Business Ethics, Factors affecting Business Ethics, The three components of business economics, Legal and Ethical, Challenges of Adopting Business Ethics, and Way Forward.

UNIT2: Ethical Theories: (10 h)

Introduction, Ethical Corporate Behaviour, Development of Ethical Corporate Behaviour, Ethical Leadership, Ethical Decision Making, Ethical Dilemmas in Organization, Social Responsibility of Business

UNIT3: Environment Issues and CSR: (10 h)

Introduction, Factors Influencing Ethical Behavior at Workplace, Ethical Issue: Business Relationships, Ethics in functional areas, Potential Conflict and Conflicts of Interest, Fairness and Honesty, Communications, Discrimination, Harassment, Gender Ethics, Importance of Ethical Behavior at Workplace and Creating Ethical Environmental Ethics.

Text Book & References

1. A.C. Fernando: Business Ethics, Person.
2. Business Laws, Ethics and Communication, Vol. I, The Institute of Chartered Accountants of India, New Delhi.
3. Kitson Alan – Ethical Organisation, Palgrave
4. L.T.Hosmer: The ethics of Management, Universal Book
5. D.Murray: Ethics in Organisation, Kogan Page
6. S.K.Chakroborty :Values and Ethics in Organisation, UP
7. T Ramasamy: Principles of Management, Himalaya Publishing House.
8. Online Resources: <https://managementhelp.org/businessethics/index.htm>
9. MOOCs: <https://www.edx.org/learn/business-ethics>

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BBA - Course Content / Syllabus
Semester-IV

Code	Type	Title	Credits	Hours	L	T	P
UBBTV40202	VAC	Entrepreneurship Development	02	02	1	1	0

Prerequisites: None

Course Learning Outcomes: After the completion of the course the students can:

CL01: Describe the concepts and terms of Entrepreneurship Development

CL02: Understand the theories, models and components of ED

CL03: Apply ED concepts to business management

CL04: Assessing the dynamism of the Business Environment.

CL05: Evaluating the business opportunities and threats and designing and implementing the business plan (Creating own venture)

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs)
and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3	1	1	1	2	3	3	2		3	3		3	
CLO2	3	3	3	2	2	2	3	2		3	3		3	
CLO3	3	2	3	2	2	2	3	2		3	3		3	
CLO4	3	3	2	3	3	3	3	2		3	3		3	
CLO5	2	3	2	3	3	3	3	2		3	3		3	

Detailed Syllabus

Unit-1: Introduction: (15 hrs)

Concept of Entrepreneur, Intrapreneur, and Entrepreneurship; Interaction with successful Entrepreneur; Legal requirements for establishing and managing a business; Soft skills required for an entrepreneur: creativity and problem-solving, interpersonal communication, persuasion, negotiation and networking, delegation of authority and work; Developing Leadership and Entrepreneurial competencies; Theories of Entrepreneurship Development. Business Opportunity Identification: Market survey and assessment; Linking business opportunity with Entrepreneur;

Unit 2: Support institutions for MSME: (15 hrs)

Support institutions for MSME; Start-up ecosystem and policies in India; Business Plan preparation; Business Analysis: Technical, Marketing, Human Resource, Financial Analysis; Investment Appraisal Techniques; Project Planning and Implementation; Managing Business Crisis; Industrial Visit.

References

- 13.** Robert D Hisrich, Entrepreneurship, Tata McGraw Hill
- 14.** Vijaya Kumar Ivaturi, The Manual for Indian Start-ups, Penguin Random House
- 15.** Subrato Bagchi, The High-Performance Entrepreneur, Portfolio Penguin
- 16.** Shereen Bhan, Young Turks, Random House India

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Semester-IV

Code	Type	Title	Credits	Hours	L	T	P
UBBTV40203	VAC	Employability Skills	02	02	1	1	0

Prerequisites: None

Course Learning Outcomes: After the completion of the course the students can:

- CLO25 Have skills and preparedness for aptitude tests.
- CLO26 Be equipped with essential communication skills.
- CLO27 Use logical thinking and analytical abilities to solve Reasoning and Quantitative aptitude questions from competitive tests.
- CLO28 Master the presentation skills and be ready for facing interviews.
- CLO29 Analyze reading passages and quickly find out the correct responses to questions asked.
- CLO30 Introspect & develop a planned approach towards career & life in general.

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PSO 1	PSO 2	PSO 3	PSO 4
CLO1	3	1	1			2	3	1	3	3	3		1	
CLO2	3	1		2		3	3		3	2	3		3	
CLO3	3	3	1	3		2	2	2	3	3	2		3	
CLO4	3	3		2	2	1	3	1	3	3	1		3	1
CLO5	1	3	3	1	2	3	2	3	2	3	1	3	2	1
CLO6	1	3	3	1	2	3	2	1	3	2	1	2	2	1

Detailed Syllabus

Unit 1: Grammar, Comprehension and Communication Basics (12h)

Grammar and Comprehension: English sentences and phrases, Analysis of complex sentences, Transformation of sentences, Paragraph writing, Story writing, Reproduction of a story, Letter writing, précis writing, Paraphrasing, and email writing.

Communication Basics: Definition, Nature, and scope of communication, Importance, and Purpose of communication, types of communication. Verbal communication - Importance of Spoken English, Professional presentation-planning, preparing, and delivering a presentation, Elements of effective writing, main forms of written communication, Email writing.

Unit 2: Reasoning, Quantitative Ability and Problem-Solving Techniques (12h)

Arithmetic and Mathematical Reasoning:

Aspects of intelligence, multiple intelligence theory, Number sequence test, mental arithmetic (square and square root, LCM and HCF, speed calculation, remainder theorem).

Analytical Reasoning and Quantitative Ability: Matching, Selection, arrangement, Verifications (Exercises on each of these types). Verbal aptitude (Synonym, Antonym, Analogy).

Problem-Solving Techniques:

Problem-solving model: 1. Define the problem, 2. Gather information, 3. Identify various solutions, 4. Evaluate alternatives, 5. Take action, 6. Evaluate the actions. Problem-solving skills: 1. Communicate. 2. Brainstorming, 3. Learn from mistakes.

Unit 3: Skills for Interviews (12h)

Skills for Interviews: Resume, How to develop an impressive resume, Interviews Types of interviews, preparatory steps for job interviews, interview skill tips, Group discussion- importance of group discussion, types of group discussion, difference between group discussion, panel discussion and debate, GD based on the current affairs, personality traits evaluated in group discussions, tips for successful participation in group discussion, purpose of listening, benefits of effective listening, Non-verbal communication-body movement, physical appearance, verbal sounds, closeness, time.

Text Book & References

19. R. Gajendra Singh Chauhan, Sangeeta Sharma, "Soft Skills- An integrated approach to maximize personality", First Edition 2016, Wiley.
20. Wren and Martin, "English grammar and Composition", S. Chand publications.
21. Quantitative aptitude by RS Agarwal, S Chand Publications.
22. R. S. Aggarwal, "A modern approach to verbal reasoning", S. Chand publications.
23. Murphy, R. (2007) Essential English Grammar, CUP. ISBN: 8175960299.
24. C. Muralikrishna and S. Mishra (2011) Communication Skills for Engineers, Pearson education. ISBN: 9788131733844.

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BBA - Course Content / Syllabus
Semester-V

Code	Type	Title	Credits	Hours	L	T	P
UBBTC50300	DSC	Basic Research Methods	03	03	2	1	0

Prerequisites: None

CL01 Explain the basic concepts, principles, and practices associated with Research Methods

CL02 Assess the impact of the research process

CL03 To identify various sources of information for literature review and data collection

CL04 To analyze the association of variables to the conceptual models of research

CL05 To evaluate various research designs and techniques

**Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs)
and Program Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3	2	3	2	3	3	3	2	3	3	3	3	2	1
CLO2	3	3	3	2	2	1	3	3	3	3	3	2	3	2
CLO3	3	3	3	2	3	2	3	2	3	1	3	2	3	2
CLO4	1	2	3	2	1	2	3	3	1	1	2	2	3	1
CLO5	3	3	3	2	3	1	3	3	3	2	2	2	3	1

Detailed Syllabus

Unit 1: Introduction to Research: (7 hrs)

Business Research - definition, nature, need; Business research process; Understanding the basics of research - concept, construct, variables, theory, models, and scientific method; Research Process – Identification and Formulation of the research problem, Sources of Data – Primary Data and Secondary Data.

Unit 2: Research Design: (8 hrs)

Research Design: Variables and types of variables, Hypothesis, Types, and Formulation of Hypothesis, Research Design and Types of Research Design, Need for Research Design, Features of a Good Research Design, and, Different Research Design-- Exploratory, Descriptive. Experimental and Diagnostic and Survey Research. Basics of Literature Review

Unit 3: Sampling and Measurement: (11hrs)

The nature of sampling, why sample, steps in sampling design. Sampling techniques: Nonprobability sampling- convenience, judgment, quota, and snowball sampling; Probability sampling-simple random, systematic, stratified, and cluster sampling; Merits and limitations of each sampling technique, sample size determination. Measurement Methods: Interviews and Surveys. Observation, Content Analysis, and Measurement Scales, Techniques of Developing Scales, Reliability, and Validity of Scales.

Unit 4: Data Analysis: (12 hrs)

Data Analysis: Data analysis using statistical Packages, Hypothesis Testing, Parametric and Non-Parametric tests, Analysis of Differences between a Single Sample and a Population, Analysis of Differences between Two or More than Two Levels of an Independent Variable, Analysis of Designs with More than One Independent Variable, Analysis of relationships. statistical inferences for one or two samples. Chi-square tests, Analysis of Variance (ANOVA), and Use of Multivariate Analysis in Business Research.

Unit V: Research Report Writing: (7 hrs)

Sharing the Results. Reporting Research, Types of reports, and Characteristics of a research report. The written report, Research report components, Writing report, Presentation considerations, and Oral presentation.

Text Book:

1. C R Kothari. (2014). Research Methodology: Methods and Techniques. New Age International Publishers.

Reference:

1. Donald R Copper, Pamela S Schindler, J K Sharma. (2012). Business Research Methods. McGraw Hill.
2. William G. Zikmund Barry J. Babin Jon C. Carr, Mitch Griffin. (2011). Business Research Methods. Cengage.
3. G C Beri. (2013). Marketing Research (5 ed.). McGraw Hill Education (India) Private Limited.
4. Naresh K. Malhotra and Satyabhusan Das. (2019). Marketing Research an Applied Orientation. Pearson.

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BBA - Course Content / Syllabus
Semester-V

Code	Type	Title	Credits	Hours	L	T	P
UBBTC50301	DSC	Operations Research	04	04	2	2	0

Prerequisites: Basic understanding of numbers

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

CLO 1: Understand and explain the evolution and nature of operations research

CLO 2: Comprehend various techniques used in Operations Research

CLO 3: Apply various OR techniques in business and different functional areas of management

CLO 4: Analyse and interpret the results and solutions provided by OR techniques in business

**Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs)
and Program Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3	2	3	2	2	2		2	3	3	2	2	2	2
CLO2	3	3	3	2	2			3	3	3	2	2	3	3
CLO3	2	3	3	2	2			2	3	3	2	2	2	2
CLO4	2	3	3	3	3	2		3	3	3	2	2	3	3

Detailed Syllabus

UNIT 1: Introduction and Overview of Operations Research: (8 hrs)

Origin, evolution, nature, definition and characteristics of Operations Research, Model and its classification, Modelling in OR, Application of OR in decision-making

UNIT 2: Linear Programming Model: (14 hrs)

Introduction of Linear Programming, Basic requirements of LPP, Formulation of an LPP, Graphical solution of LPP- maximization and minimization case, Simplex method to solve LPP- maximization and minimization problems

UNIT 3: Special Cases of LP Model: (14 hrs)

Transportation Model: Introduction, Initial Basic feasible solution methods, Optimum solution by MODI method, maximization problem, unbalanced problem, degeneracy in transportation problem, multiple solutions

Assignment Model: Introduction, Hungarian method, maximization problem, unbalanced problem, multiple solutions

UNIT 4: Network Model and Queuing System: (12 hrs)

Network Model: Introduction, CPM, drawing network, calculating early start and late finish time, floats, critical activities, and critical path, Program Evaluation and Review Technique, differences between CPM and PERT

Queuing System: definitions for queuing system, M/M/1 queuing model- waiting time, queue length

UNIT 5: Game Theory and Decision Analysis: (12 hrs)

Game Theory: Assumptions, definitions, and classification of games, Two persons zero-sum game, pure strategies, and saddle point, games with mixed strategies.

Decision Theory: Decision making under uncertainty and risk, Decision trees

Text Book & References

8. Sharma, J K, (2010) Operations Research, Macmillan, New Delhi.
9. Gupta, M P and Khanna, R B (2011). Quantitative Techniques for Decision Making, PHI Learning, New Delhi

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BBA - Course Content / Syllabus
Semester-V

Code	Type	Title	Credits	Hours	L	T	P
UBBTC50302	DSC	Management Accounting	4	4	3	1	

Prerequisites: None

Course Learning Outcomes: After the completion of the course the students can:

CLO1: Understand relationship between Cost, Financial and Management Accounting

CLO 2: Prepare management reports and apply Marginal Costing for decision making

CLO 3: Describe the role of budgetary control

CLO4: Draw conclusion about the liquidity, solvency and profitability of business entities

CLO 5: Preparation of financial statement and interpret.

**Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs)
and Program Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3	1	1	2		2			3	3		3	1	
CLO2	3	1		3		1			3	3		3	1	
CLO3	3	1		3		1			3	3		3	1	
CLO4	3	3	2	3		2			3	3		3	3	2
CLO5	3	3	3	3		2			3	3		3	3	3

Detailed Syllabus

UNIT – 1: Basics of Management Accounting: (8 hrs)

Meaning and definition of Management Accounting, Evolution of Management Accounting, Nature and Scope of Management Accounting, Relationship of Management Accounting with Other Branches of Accounting and Other Disciplines of Studies.

UNIT – 2: Marginal Costing: (12 hrs)

Introduction-Meaning and Definition of Marginal Cost, Marginal Costing, Features of Marginal Costing- Terms used in Marginal Costing – P/V Ratio, BEP, Margin of Safety, Angle of Incidence and Break-Even Chart. Break Even Analysis- Assumption and uses Problems. Decision Making - Make or Buy Decisions, Change in product Mix, Pricing Decisions, Explore a New Market, Shut-down Decisions

UNIT – 3: Budgetary Control: (15 hrs)

Meaning of Budget, Budgetary Control and its use as a management tool, Objectives of Budgetary Control, Advantages and Limitations of Budgetary Control, Essentials of Effective Budgeting, Types of Budgets - Zero Based Budgeting, Activity Based Budgeting, Fixed and Flexible Budgets, Behavioral Aspects in Budgeting.

UNIT – 4: Financial Statement Analysis: (13 hrs)

Meaning – types – meaning and concept of financial analysis – types of financial analysis – methods of financial analysis – problems on comparative statements – common size statements. Fund flow statement, Cash flow statement (AS3), Comparative statement, Common size statement, Differences between Cash Flow Statement and Fund Flow Statement. Procedure for preparation of Cash Flow Statement.

UNIT – 5: Ratio Analysis: (12 hrs)

Introduction- Meaning, Advantages, and limitations of accounting ratios, Classification of ratios- Liquidity Ratios, Profitability Ratios, and Solvency Ratios.

REFERENCES

1. Cost & Management Accounting, S Chand publication
2. Arora M.N.: Cost Accounting Principles and Practices; Vikas Publishing House.
3. Khan M.Y. and Jain P.K.: Management Accounting, TMH.
4. Dr.S.N.Maheswari, Management Accounting, Vikas Publishing House Pvt. Ltd.
5. S.P.Jain&K.L.Narang-Cost accounting principles and practice- Kalyani Publishers
6. Saxena, Management Accounting, Sultan Chand Pvt. Ltd., 2010

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BBA - Course Content / Syllabus
Semester-V

Code	Type	Title	Credits	Hours	L	T	P
UBBTC50303	DSE	Retailing and Sales Management	03	03	2	1	0

Prerequisites: None

CLO1: Understand the Indian retail landscape

CLO2: Analyse different types of retail formats

CLO3: Develop retail operation skills

CLO4: Assess the role of sales management in retail

CLO5: Apply retail concepts and sales management concepts to real-world scenarios.

Mapping of Course Outcomes (COs) with Program Outcomes (POs)
and Program Specific Outcomes (PSOs)

Course Outcome (CO) is mapped with one or more Program Outcomes (POs). High-level'

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1				2		2		2						
CLO2		3					2							
CLO3				3					3		3			
CLO4			1							3		3		
CLO5					3			3				3		

Detailed Syllabus

UNIT 1: Introduction to Retail Management: (5 hrs)

Overview of Retailing-Definition and Importance of Retailing-Evolution of Retail in India-Types of Retail Formats (Supermarkets, Hypermarkets, Specialty Stores, Department Stores, E-tailers)-The Indian Retail Landscape: Organized vs Unorganized Retail

UNIT 2: Ownership Styles, and Retail Formats: (10 hrs)

Retail Ownership Styles (Independent, Chain, Franchise, Leased Departments, Cooperatives) Retail Formats (Department Stores, Specialty Stores, Supermarkets, Convenience Stores, E-commerce)-Multichannel and Omni channel Retailing-Competitive Advantage in Retail. Retail Layout.

UNIT 3: Understanding the Retail Consumer and Basic Customer Analytics: (10 hrs)

Consumer Behavior in Retail-Factors Influencing Consumer Decisions-Consumer Decision-Making Process-Market Segmentation and Targeting-Customer Analytics Basics-Data

Collection Methods-Analyzing Customer Data-Customer Lifetime Value (CLV)-Personalization and Customer Experience

UNIT 4: Store Operations and Management: (10 hrs)

Store layout and design -Visual merchandising -Inventory management-Customer service in retail-Key performance indicators (KPIs) in retail-Data analytics for retail decision

UNIT 5: Sales Management in Retail: (10 hrs)

Role of Sales in Retail-Sales Strategies and Techniques-Sales Force Management. Recruitment and Training of Sales Staff-Sales Targets and Performance Metrics. Sales Incentives and Compensation Plans-Customer Relationship and Service Management-Analyzing Sales Data-Managing Sales Teams and Leadership

Reference Books:

1. Retail Management, by Barry Berman (Author), Joel R Evans (Author), Patrali Chatterjee (Author), Ritu Srivastava (Author)
2. "Sales Management" by Thomas N. Ingram, Raymond W. LaForge, Ramon A. Avila, Charles H. Schwepker Jr., Michael R. Williams
3. "Retail Management" by Suja R. Nair
4. "Customer Relationship Management: Concepts and Technologies" by Francis Buttle and Stan Maklan
5. "Retailing Management" by Michael Levy and Barton Weitz

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Semester-V

Code	Type	Title	Credits	Hours	L	T	P
UBBTC50304	DSC	E-Commerce	03	03	2	1	0

Prerequisites: None

CLO 1: *To be familiar with the basic concept of E-Commerce*

CLO 2: understand the E-Commerce eco-system

CLO 3: Apply E-Commerce and digital technology for business development

CLO 4: Analyze the E-Commerce and digital technology landscape for better business decision-making

CLO 5: Evaluate the suitability of E-Commerce and digital technology for business development

CLO 6: Create appropriate E-Commerce and digital marketing strategies for business development

**Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs)
and Program Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3	2	3	2	3	2	2	2	3	3	3	3	3	3
CLO2	3	3	2	2	2	2	3	3	2	3	3	3	3	3
CLO3	3	2	2	3	3	3	3	3	3	3	3	3	3	3
CLO4	2	3	2	2	2	2	3	3	2	3	3	3	3	3
CLO5	3	3	2	3	3	3	2	2	3	3	3	3	3	3
CLO6	3	3	2	2	3	2	3	3	2	3	3	3	3	3

Detailed Syllabus

UNIT 1: E-Commerce – An Introduction: (8 hrs)

Introduction, E-Commerce – definition, History of E-commerce, Comparison of traditional commerce and e-commerce. E-Commerce business models –B2B, B2C, C2C, C2B, Peer to-Peer (P2P) model – emerging trends. E-commerce and Supply Chain Management, Advantages/ Disadvantages of e-commerce, web auctions, virtual communities, portals, e-business revenue models.

UNIT 2: E-Commerce Technologies: (10 hrs)

Building E-Commerce Presence, Choosing Software and Hardware, Internet, Web transaction logs, cookies, shopping cart database, DBMS, SQL, data mining, CRM system. Developing and Building Mobile Apps,

UNIT 3: E-Payments: (7 hrs)

E-payment systems – An overview. B to C payments, B to B payments. Types of E-paymentsystems – Credit card payment, debit cards, accumulating balance, online stored value payment systems, digital cash, digital (electronic) wallets, agile wallet, smart cards, and digital cheques. Secure Electronic Transaction (SET) protocol. RFID Concepts.

UNIT 4: E-Commerce and Retail Marketing: (10 hrs)

Online Retail Sector, Online Financial Services, Online Travel Services, Online Content and Media Commerce, Online Entertaining Industry, Online Consumers: Internet audience and consumer behavior, Digital commerce and advertising.

UNIT 5: Security for E-Business:(10 hrs)

Security threats – An area view – implementing E-commerce security – encryption – Decryption, Protecting client computers E-Commerce Communication channels and web servers Encryption, SSL protocol, Firewalls, Cryptography methods, VPNs, protecting, networks, policies and procedures.

REFERENCES:

1. Laudon and Traver; E-Commerce-Business, Technology and Society, Pearson 10th Edition
2. R. G. Saha, E-Business, HPH
3. M. Suman – E – Commerce & Accounting
4. Kalakota Ravi and A. B. Whinston : “Frontiers of Electronic Commerce”, Addison
5. Watson R T: “Electronic Commerce – the strategic perspective.” The Dryden press
6. Agarwala K.N and Deeksha Ararwala: “Business on the Net – What’s and How’s of E-Commerce”
7. Agarwala and Ararwala: “Business on the Net – Bridge to the online storefront,”
8. Murthy CSV: “E. Commerce” Himalaya Publishing House Pvt.Ltd.

Central University of Karnataka, Kalaburagi
BBA - Course Content / Syllabus
Semester-V

Code	Type	Title	Credits	Hours	L	T	P
UBBTD50300	DSE	Training and Development	03	03	2	1	0

Prerequisites: None

CLO1: Describe different approaches to training and development

CLO2: Understand the method to conduct training needs analyses, identify gaps, and design training processes to address those gaps and fit in with the company's strategic goals.

CLO3: Identify suitable training programs as per the competency level of employees and the effect of training and development on employee performance.

CLO4: Enhance the effectiveness of individuals, teams, and organizations.

CLO5: Evaluate whether training has achieved the intended outcomes to make decisions about the appropriate training strategy for today's organization

CLO6: To design different methods of training and development to achieve the intended goals.

Mapping of Course Outcomes (COs) with Program Outcomes (POs)
and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3	2		2	1	2	3	3	1	3	3		2	
CLO2	3	3	3	3	3	3	3	3	3	3	3		1	
CLO3	3	3	3	2	3	2	3	3	2	3	3		2	
CLO4	3	3	3	2	2	2	3	2	1	3	3		2	
CLO5	3		3	3	3	2	3	3	2	3	3	1	2	
CLO6	3	3	3	3	2	3	3	3	2	2	3	1	2	

Detailed Syllabus

Unit 1: Training Meaning and Definition: (7 hrs)

Need for Training – Importance of training – Objectives of Training – Steps in training programs – Training Policy - Training for different employees – Principles of Learning and Training.

Unit 2: Training Methods: (12 hrs)

On the job – Vestibule training, Training by experienced workman, Training by supervisor, Demonstrations and examples, Simulation, Apprenticeship – Off the job – Lectures, Conference method, Seminar or Team discussion, Case studies, Role Playing, Programmed instruction, T group training, Audiovisual aids.

Unit 3: Technology in training: (8 hrs)

Instructor-led online courses – Self-paced courses – Blended learning - Corporate training - Online training platforms – Social and micro-learning - Gamification in learning - Training

evaluation – Retraining

Unit 4: Development: (6 hrs)

Importance of development – Management development – Purpose and objectives – Stages – Components – Factors inhibiting development

Unit 5: Coaching and Counselling: (10 hrs)

– Methods – Management Syndicate – Incident process – In Basket – Sensitivity – Counselling – Special projects – Committee assignments – Conferences – Management games.

Text Book/s:

1. Dipak Kumar Bhattacharyya- Training and Development- Theories and Applications Sage Publication
2. G. Pandu Naik - Training and Development –Excel Books.
3. Richard Regis – Strategic Human Resource Management – Excel books.

References

1. K. Ashwathapa, Human Resource Management Publisher: Himalaya Publishing House
2. V. S. P Rao, Human Resource Management Publisher: Excel Publishing House
3. L. M Prasad, Human Resource Management Publisher: Sultan Chand Publishing House.
4. IP Subba Rao, VSP Rao – Human Resource Management, Konark Publishers
5. Subhash and SC Jain – Managing Human Resources, Arihant Publications
6. Beardwell and Hold men – Human Resource Management – Macmillan Publishers

Online articles at <https://elearningindustry.com/>

Central University of Karnataka, Kalaburagi
BBA - Course Content / Syllabus
Semester-V

Code	Type	Title	Credits	Hours	L	T	P
UBBTD50301	DSC	Consumer Behaviour	03	03	2	1	0

Prerequisites: None

CLO1: Understand Fundamental Concepts and Theories

CLO2: Analyze Psychological Processes in Consumer Decision-Making

CLO3: Evaluate Social and Cultural Influences

CLO4:Examine Emerging Trends in Consumer Behaviour

CLO5:Apply Consumer Behaviour Knowledge to Marketing Strategies

Mapping of Course Outcomes (COs) with Program Outcomes (POs)
and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1				2		2		2						
CLO2		3					2							
CLO3				3					3		3			
CLO4			1							3		3		
CLO5					3			3				3		

Detailed Syllabus

Unit 1: Introduction to Consumer Behaviour: (7 hrs)

Definition and scope of consumer behaviour-Importance of studying consumer behaviour-Historical development of consumer behaviour-Interdisciplinary nature of consumer behaviour (psychology, sociology, anthropology, economics)-Consumer behaviour research methods.

Unit 2: Consumer Perception and Learning: (10 hrs)

Sensation and perception: The process and its importance in marketing Consumer attention and comprehension-Perceptual mapping and positioning-Consumer learning theories (classical conditioning, instrumental conditioning, cognitive learning)-The role of memory in consumer behaviour.

Unit 3: Consumer Motivation and Personality: (10 hrs)

Motivation theories and consumer needs (Maslow's hierarchy of needs, McClelland's theory of needs)-Consumer motivation and involvement-The concept of self and self-image in consumer behaviour-Personality theories and their application in consumer behaviour (Freudian theory, trait theory)-Consumer lifestyles and psychographics.

Unit 4: Attitudes and Persuasion: (10 hrs)

Definition and components of attitudes-The formation of consumer attitudes-Theories of attitude change (Elaboration Likelihood Model, Cognitive Dissonance Theory)-Persuasion and its techniques in marketing.

Unit 5: Social and Cultural Influences on Consumer Behaviour: (8 hrs)

The influence of culture on consumer behaviour-Subcultures and their impact on consumption-Social class and consumer behaviour-Reference groups and their influence-Family and household decision-making processes-The gig economy and changing work patterns

Reference Books:

1. Consumer Behaviour, 11 Ed, Schiffman, Wisenbult and Kumar, Publisher: Pearson India
Publication Date: 2015
2. Consumer Behavior by Frank Kardes, Maria Cronley, Thomas Cline Publisher:
Cengage Learning
3. Consumer Behaviour: Buying, Having and Being by Michael R Solomon and Charles
T. Horngren, Published: 2002

Code	Type	Title	Credits	Hours	L	T	P
UBBTD50302	DSE	Indian Financial System	03	03	2	1	0

Prerequisites: None

CLO1: Understand the structure of the Indian Financial System.

CLO 2: Discuss the services and the process of working at various financial institutions.

CLO 3: Describe the role of NBFIs in the market.

CLO4: Analysis of the process of trading activity in the stock market.

CLO 5: Discuss the characteristics of Insurance and Mutual Funds.

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3	1	2	1	2	1		2	1	3		3	2	1
CLO2	3	2	2	2	2	3	1	2	3	3		3	2	1
CLO3	3	3	2	2	2	2	1	2	3	3		3	2	1
CLO4	3	2	3	3	2	3	1	2	3	3		3	2	1
CLO5	3	2	2	1	2	2		2	2	3		3	2	1

Detailed Syllabus

UNIT - 1: Overview of Financial System: (8 hrs)

Indian Financial System – Features, Constituents of Financial System – Financial Institutions, Financial Services, Financial Markets and Financial Instruments. Overview of Indian and Global Financial System.

UNIT - 2: Financial Institutions: (10 hrs)

Meaning of Financial Institutions, Characteristics, Classification – Money Market, Capital Market, Industrial Development Bank of India, Industrial Finance Corporation of India, State Financial Corporations, EXIM Bank of India, Industrial Credit and Investment Corporation of India, National Small Industrial Development Corporation, National Industrial Development Corporation, Life Insurance Corporation of India.

UNIT –3: Non-Banking Financial Institutions: (5 hrs)

Meaning, Registration, Principal Business of NBFIs, Types, Difference between Banks and NBFIs, and RBI Measures for NBFIs.

UNIT - 4: Financial Markets: (12 hrs)

Meaning and definition, Role and Functions of financial markets, constituents of Financial Markets, Money Market and instruments, Capital Markets and Instruments. Stock Exchange – Meaning, Role and Functions, Regulatory Framework of Stock Exchange, outline of Indian

Stock Exchanges, Listing and Trading.

UNIT - 5: Financial Services: (10 hrs)

Services – Concept, Classification, objectives, Characteristics, Regulatory framework. Merchant Banking, Mutual Funds, Leasing, Credit Rating, Insurance.

REFERENCES

1. M. Y. Khan - Indian Financial System, Tata McGraw Hill
2. Machiraju, 'Indian Financial System' – Vikas Publishing House, 2nd Edition, 2002.
3. P.N. Varshney & D.K., Mittal - India Financial Systems, Sultan Chand & Sons.
4. Gordan & K. Natarajan - Financial Markets & Services, Himalaya Publishing House.
5. Shashi K. Gupta, Nisha Aggarwal, Neeti Gupta - Indian Financial System, Kalyani Publishers.

Central University of Karnataka, Kalaburagi
BBA - Course Content / Syllabus
Semester-VI

Code	Type	Title	Credits	Hours	L	T	P
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UBBTC60305	DSC	Strategic Management	04	04	3	1	0
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Prerequisites: None

CLO 1: Explain the basic concepts, principles, and practices associated with strategy formulation and implementation

CLO 2: Assess the impact of opportunities and threats in a company's environment, its industry, and its set of competitors

CLO 3: To understand the nature and dynamics of strategy formulation and implementation process

CLO 4: To analyze the internal and external environment of the business for effective strategic planning

CLO5: To evaluate various strategies of different business organizations

Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	2	2	2	1			2	1	1	3	1	1	3	3
CLO2	3	3	3	2	2	1	3	3	3	3	3	1	3	2
CLO3	3	3	3	2	3	2	3	2	3	2	2	2	3	2
CLO4	1	2	3	2	1	2	3	3	2	1	2	1	3	1
CLO5	1	3	3	2	3	1	3	3	3	2	2	2	3	1

Detailed Syllabus

Unit 1: Introduction to strategic management: (10 hrs)

Introduction to the strategic management process and related concepts: Characteristics of corporate, business & functional level strategic management decisions. Company's vision and mission: need for a mission statement, criteria for evaluating a mission statement- Goal, Process & Input formulation of the mission statement.

Unit 2: Environmental and Internal Analysis & Diagnosis: (15 hrs)

Analysis of company's external environment; organization's dependence on the environment, Michael E. Porter's 5 Forces model; Internal analysis: Importance of organization's capabilities, competitive advantage, and core competence, Michael E. Porter's Value Chain Analysis.

Unit 3: Formulation of competitive strategies: (13 hrs)

Michael E. Porter's generic competitive strategies, implementing competitive strategies-offensive & defensive moves. Formulating Corporate Strategies: Introduction to strategies of growth, stability, and renewal, Types of growth strategies – concentrated growth, product

development, integration, diversification, international expansion (multi-domestic approach, franchising, licensing, and joint ventures), Types of renewal strategies – retrenchment and turnaround. Strategic fundamentals of merger & acquisitions.

Unit 4: Strategic Framework: (12 hrs)

Strategic analysis & choice, Strategic gap analyses, portfolio analyses – BCG, GE, product market evolution matrix, experience curve, directional policy matrix, life cycle portfolio matrix, grand strategy selection matrix; Behavioural considerations affecting choice of strategy; Culture and Strategic Leadership

Unit 5: Strategic Implementation and Control: (10 hrs)

Implementing and operationalizing strategic choice, Impact of structure, culture and leadership, functional strategies & their link with business level strategies, Balanced Score Card; Introduction to Strategic control & evaluation, Strategic surveillance.

Text Book

1. Gerry Johnson, Kevan Scholes, and Richard Whittington-Exploring Corporate Strategy-Text & Cases, Pearson.

References:

1. J.A. Pearce & R.B. Robinson: Strategic Management formulation implementation and control, TMH
2. Arthur A. Thompson Jr. & A.J Strickland III: Crafting and executing strategy, TMH
3. Gerry Johnson & Kevan Scholes, Exploring corporate strategies, PHI
4. Upendra Kachru: Strategic Management, Excel books

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BBA - Course Content / Syllabus
Semester-VI

Code	Type	Title	Credits	Hours	L	T	P
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UBBTC60306	DSC	International Business	03	03	2	1	0
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Prerequisites: None

- CL01** Explain the basic concepts, principles, and practices associated with strategy formulation and implementation
- CL02** Assess the impact of opportunities and threats in a company's environment, its industry, and its set of competitors
- CL03** To understand the nature and dynamics of strategy formulation and implementation process
- CL04** To analyze the internal and external environment of the business for effective strategic Planning
- CL05** To evaluate various strategies of different business organizations

**Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs)
and Program Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	2	2	2				2	1		3	1	1	3	3
CLO2	3	3	3	2	2	1	3	3	3	3	3	1	3	2
CLO3	3	3	3	2	3	2	3	2	3	2	2	2	3	2
CLO4	1	2	3	2	1	2	3	3	2	1	2	1	3	1
CLO5	1	3	3	2	3	1	3	3	3	2	2	2	3	1

Detailed Syllabus

Unit 1: Introduction to International Business: (8 hrs)

Meaning and Definition of International Business – Theories of International Trade – Economic Theories – Forms of International Business – Nature of International Business.

Unit 2: Modes of Entry into International Business: (10 hrs)

Mode of Entry – Exporting – Licensing – Franchising – Contract Manufacturing- Turnkey Projects – Foreign Direct Investment- Mergers, Acquisitions and Joint ventures – Comparison of different modes of entry. Issues in foreign investments, Technology transfer, Pricing, and regulations; and strategic alliances.

Unit 3: Globalization: (10hrs)

Globalization: Meaning – Features – Stages – Production – Investment and Technology. Globalization: Advantages and Disadvantages- Methods and Essential Conditions for Globalization. MNC's: Definitions – Types – Merits and Demerits.

Unit 4: International Marketing: (10 hrs)

An overview of international marketing and its need, Nature, scope, and tasks of international marketing, the difference between domestic and international marketing, EPRG scheme, self-

reference criteria, and economic environment.

Unit 5: EXIM Trade: (7 hrs)

Export Trade, Procedure, Steps and Documentation, Direction of India's Trade – Export Financing – Documents related to Export Trade – Export Marketing- Import Trade – Procedure, Steps, Documentation and Problems – EXIM Policy – BoP – Disequilibrium and Measures for Rectification – Institutions connected with EXIM Trade.

Text Book

2. Dr.Aswathappa International Business, Tata McGraw Hill.
3. P.Subba Rao – International Business – HPH

References:

1. Shyam Shukla, International Business – Excel Books
2. Francis Cherunilam, International Business, Prentice Hall of India
3. Mahua Dutta, International Business, I.K Intl
4. J.Maskeri – International Business
5. Rosy Joshi, International Business, Kalyani Publishers

Central University of Karnataka, Kalaburagi
BBA - Course Content / Syllabus
Semester-VI

Code	Type	Title	Credits	Hours	L	T	P
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UBBTC60307	DSC	Event Management	03	03	2	1	0
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Prerequisites: None

CLO1: Understand the fundamental principles and processes of event management

CLO2: Develop skills to plan, organize, and execute various types of events

CLO3: Learn effective marketing and promotional strategies for events

CLO4: Gain knowledge in managing event logistics, operations, and technology

CLO5: Apply best practices for risk management and sustainability in event planning

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1				2		2		2						
CLO2		3					2							
CLO3				3					3		3			
CLO4			1							3		3		
CLO5					3			3				3		

Detailed Syllabus

UNIT 1: Introduction to Event Management: (5 hrs)

Definition and Scope of Event Management-The Role and Importance of Events in Society-The Event Management Process-Key Principles and Practices-Types of Events (Corporate Events, Social Events, Cultural Events, Sports Events, Others)

UNIT 2: Event Planning Process: (10 hrs)

Needs Assessment-Defining Goals and Objectives-Budgeting and Financial Planning-Event Conceptualization and Design- Creative Process and Innovation---Venue Selection and Management-Identifying and Assessing Risks-Risk Mitigation Strategies.

UNIT 3: Event Marketing and Promotion: (10 hrs)

Event Marketing Principles-Understanding the Event Audience-Developing a Marketing Plan-Promotion and Publicity-Advertising Strategies-Public Relations and Media Coverage-Digital Marketing for Events-Sponsorship and Partnerships-Developing Sponsorship Proposals

UNIT 4: Event Operations and Logistics: (10 hrs)

Event Operations Management-Staffing and Team Management-Coordination of Event Activities-Logistics and Supply Chain Management-Transportation and Accommodation-Catering and Hospitality-Technology in Event Management-Event-Management Software-Audio-Visual and Production Technology-Health, Safety, and Legal Aspects-Compliance with

Legal Requirements-Health and Safety Regulations

Unit 5: Event Evaluation: (10 hrs)

Event Evaluation-Measuring Event Success-Feedback Collection and Analysis-Reporting and Documentation-Creating Post-Event Reports-Documenting Best Practices-Sustainable Event Management-Principles of Sustainability-Implementing Green Practices in Events-Case Studies-Analysis of Successful and Unsuccessful Events

Reference Books:

1. "Event Management: For Tourism, Cultural, Business and Sporting Events" by Lynn Van Der Wagen and Brenda R. Carlos
2. "The Event Manager's Bible: The Complete Guide to Planning and Organising a Voluntary or Public Event" by D.G. Conway
3. "Event Planning: The Ultimate Guide to Successful Meetings, Corporate Events, Fundraising Galas, Conferences, Conventions, Incentives, and Other Special Events" by Judy Allen
4. "Events Management: Principles and Practice" by Razaq Raj, Paul Walters, and Tahir Rashid
5. Bhatia A.K. (2001), EVENT MANAGEMENT, Sterling Publishers, New Delhi

Central University of Karnataka, Kalaburagi
BBA - Course Content / Syllabus
Semester-VI

Code	Type	Title	Credits	Hours	L	T	P
UBBTC60308	DSC	Business Laws	03	03	2	1	0

Prerequisites: None

CLO1: On completion of this course, learners will be able to: appreciate the relevance of business law to individuals and businesses and the role of law in an economic, political, and social context.

CLO2: Identify the fundamental legal principles behind contractual agreements.

CLO3: Examine how businesses can be held liable in tort for the actions of their employees

CLO4: Understand the legal and fiscal structure of different forms of business organizations and their responsibilities as an employer.

CLO5: Acquire problem-solving techniques and be able to present coherent, concise legal arguments.

CLO6: Evaluate the contemporary laws and their relevance in an IT-based environment

**Mapping of Course Outcomes (COs) with Program Outcomes (POs)
and Program Specific Outcomes (PSOs)**

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3	2	1	2	1	2	3	3	2	3	3	2	1	
CLO2	3	3	2	2	2	3	3	3	3	3	3	2	2	
CLO3	3	3	3	3	3	3	3	3	2	3	3	2	2	
CLO4	3	3	3	3	3	3	3	3	3	3	3	3	2	
CLO5	3	3	3	3	3	2	3	2	2	3	3	1	2	
CLO6	3	2	2	2	2	2	2	1		2	3	1	2	

Detailed Syllabus

UNIT – 1:Contract Law: (9 hrs)

The Indian Contract Act of 1872; Establishing the contract, Offer and Acceptance, Consideration, Competency of Parties, Free consent, Legality of Object, Void agreements, Contingent Contracts, Performance and Discharge of Contract, Remedies for Breach of Contract, Indemnity, and Guarantee, Bailment and Pledge, Agency

UNIT -2: Sale of Goods Act: (9 hrs)

The Sales of Goods Act 1930; Nature of Contract of Sale; Conditions and Warranties; Transfer of Ownership and Delivery; Rights of Unpaid Seller and Rights of Buyer. Partnership Act: The Indian Partnership Act 1932; Nature of Partnership; Formation of Partnership; Rights, Duties and Liabilities of Partners; Dissolution of a Partnership Firm. Intellectual Property Laws: Subject /matter of Intellectual Property; Aim & objectives; Classification of Intellectual Property Rights; Emerging issue in Intellectual Property

UNIT–3: Negotiable Instruments Act: (9 hrs)

The Negotiable Instruments Act 1881; Meaning and Definition of Negotiable Instruments; Competence and Liability of Parties to Negotiable Instruments, Negotiation and Assignment; Presentment of Negotiable Instruments; Dishonour and Discharge of

Negotiable Instruments; Banker and Customer. Competition Act: The Competition Act 2002; Aim and objectives of Competition Commission; concept and provisions

UNIT – 4: Company Law:(9 hrs)

The Companies Act 1956; Nature and Kinds of Companies; Formation of Companies; Company Management; Company Meetings; Winding Up of a company. Consumer Protection Act: The Consumer Protection Act 1986; Features, aim and objectives; Rights of consumer

UNIT – 5: Information Technology Act: (9 hrs)

The Information Technology Act 2000; Aim, objectives, scopes, concept, provisions; Attribution, Acknowledgement and dispatch electronic record; Digital Signature Certificate; Penalties and Adjudication Environment Protection Act: Environment vs Environmental Law; General Legislation; Forest & Wildlife Protection Legislating; Water Pollution Protection Legislation; Air Pollution Protection Legislation

TEXT BOOK: 1. Legal Aspects of Business 3rd Edition, Ravinder Kumar, Cengage Learning

REFERENCE BOOKS:

1. Elements of Mercantile Law by N.D. Kapoor, Sultan Chand & Sons
2. Business Law by N.D. Kapoor, Sultan Chand & Sons
3. Legal Aspects of Business by Akhileshwar Pathak, Tata McGraw Hill
4. Business Law by Tejpal Sheth, PEARSON
5. Business Law by D. Chandra Bose, PHI Learning Private Limited
6. Business Law (6th Edition) by MC Kuchhal & Vivek Kuchhal, Vikas.
7. Mercantile Law (8th Edition) by MC Kuchhal & Vivek Kuchhal, Vikas
8. Mercantile Law (3rd Edition) by S.S. Gulshan, Excel Books
9. Business and Corporate Laws by G. Prasad, Jai Bharat Publications
10. Company Law (12th Edition) by Ashok K Bagrial, Vikas Publishing House Pvt. Ltd.

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BBA - Course Content / Syllabus
Semester-VI

Code	Type	Title	Credits	Hours	L	T	P
UBBTC60309	DSC	Business Analytics	02	02	1	1	0

Prerequisites: None

CLO1: Understand the basic concept of business analytics

CLO2: Summarize, visualize, and understand useful information from historical data

CLO3: Apply appropriate analytical methods for making data-driven business decisions

CLO4: Interpret and communicate the results of business analytic projects into practical courses of action

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3	3	3	1	2	1		2	3	3	2	2	2	2
CLO2	3	3	3	1	2	1		2	3	3	2	2	2	2
CLO3	3	3	3		2	2		2	3	3	2	2	2	2
CLO4	3	3	3	3	2	2	1	2	3	3	2	2	2	2

Detailed Syllabus

UNIT 1: Introduction to Business Analytics:(6 hrs)

Concepts, evolution and scope of business analytics, categorization of analytical methods: descriptive, predictive, and perspective analytics. Functional analytics: marketing analytics, human resource analytic, financial analytics, supply chain analytics etc. Introduction to Python and R.

UNIT 2:Descriptive Analytics: (8 hrs)

Modifying data in Excel, creating distribution from data, measuring of location- mean, median, and mode; measures of variability- range, variance, standard deviation, and coefficient of variation; analyzing distribution- percentile, quartile, z-score, identifying outliers and box plots. (Using Excel)

UNIT 3: Data visualization: (8hrs)

Overview of data visualization, importance of data visualization- types of charts -bar/pie charts -histogram -box and whisker chart -scatter diagram (excel) tables, charts, data dashboards (excel).

UNIT 4:Predictive Analytics: (8 hrs)

Linear regression: simple linear regression model, least square method, assessing the fit of the simple linear regression model.

Text Book:

Caam, Cochran, Fry, Ohlmann, Anderson, Sweeney, & Williams. (2015). Essentials of Business Analytics. Cengage.

Reference Book:

Evans, J. (2019). Business Analytics. India: Pearson.

Central University of Karnataka, Kalaburagi
BBA - Course Content / Syllabus
Semester-VI

Code	Type	Title	Credits	Hours	L	T	P
UBBTD60303	DSE	Compensation	03	03	2	1	0

		Management					
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Prerequisites: None

CLO1: Describe compensation practices and their role in promoting a company's competitive advantage.

CLO2: Understand the compensation strategy that fits the company's strategic goals.

CLO3: Know the essential application and establish the link between reward systems and human behavior

CLO4: Analyze the different ways to strengthen the pay-for-performance link

CLO5: Identify current trends of compensation and the choices businesses have to make in their operations.

CLO6: Evaluate compensation value to analyze the link between actual pay and employee's performance.

**Mapping of Course Outcomes (COs) with Program Outcomes (POs)
and Program Specific Outcomes (PSOs)**

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PSO 1	PSO 2	PSO 3	PSO 4
CLO1	3	2	1	2	1	2	3	3	2	3	3	2	1	
CLO2	3	3	2	2	2	3	3	3	3	3	3	2	2	
CLO3	3	3	3	3	3	3	3	3	2	3	3	2	2	
CLO4	3	3	3	3	3	3	3	3	3	3	3	3	2	
CLO5	3	3	3	3	3	2	3	2	2	3	3	1	2	
CLO6	3	2	2	2	2	2	2	1		2	3	1	2	

Detailed Syllabus

Unit 1: Introduction to Compensation Management: (6hrs)

Introduction –Definition of Compensation Management - objectives of Compensation – Principles of Compensation Management – Importance of Compensation Management – Types of wages. Exploring and Defining the compensation context – Intrinsic compensation - Extrinsic compensation -- Compensation Trends in India. - The 3-P compensation concept

Unit 2: Compensation Planning & Bases of Compensation: (9hrs)

Compensation and its components - Compensation Planning: Level, Structure, and Systems Decision – Compensation level planning- factors influencing compensation level planning: internal factors and external factors. Traditional Bases for Pay-Seniority and Longevity Pay-Merit Pay- Performance Appraisal- Methods- Biases -Strengthening the Pay for Performance Link- Possible Limitations of Merit Pay Programme

Unit 3: Incentive Pay & Other Pay Systems: (12 hrs)

Exploring Incentive Pay- Contrasting Incentive Pay with Traditional Pay. Individual Incentives- Types of Individual Incentives- Advantages and Disadvantages. Group Incentives- Types of Group Incentives- Advantages and Disadvantages. Companywide Incentives- Types- Designing Incentive Pay Programmes. Person-Focused Pay- Competency-Based Pay, Pay for Knowledge and Skill-Based Pay, Team-Based Pay- Concepts.

Unit 4: Designing Compensation System - (10hrs)

Building an internally consistent Compensation System - Creating Internal Equity through Job Analysis and Job Valuation - Building Market Competitive Compensation System – Compensation Surveys - Integrating Internal Job Structures with External Market - Building Pay Structures that Recognize Individual Contribution: Constructing pay structure. Pay structure variations – Broad banding- two-tier pay structure.

Unit 5: Contemporary Strategic Compensation - (8hrs)

International compensation – components of international compensation – Executive compensation – components of executive compensation - Compensating the Flexible Workforce Contingent Employees – core and fringe compensation

Text Books:

1. Tapomoy Deb, Compensation Management text & cases, Excel Publication, 2014
2. Joseph J. Martocchio, Strategic Compensation- A Human Resource Management
3. Approach- Pearson Education, 2012, 3rd Ed
4. Mousomi S.Bhattacharya & Nilanjan Sengupta 'Compensation Management'; Excel Books; Latest Edition.

Reference Books:

1. Dipak Kumar Bhattacharya, Compensation Management, Oxford University Press, 2014
2. Richard I. Henderson: Compensation Management In A Knowledge-Based World -
3. Prentice-Hall, 2012, 9th Ed
4. Milkovich & Newman, Compensation, Tata McGraw-Hill, New Delhi, 2015
5. G.T. Milkovich: 'Compensation Management'; Tata McGraw Hill; Latest Edition.
6. B.D. Singh, Compensation and Reward Management, Excel Book
7. N D Kapur, Mercantile Law, Sultan Chand Publications
8. Rohini Aggarwal, Students guide to Mercantile Law-Taxmann

Central University of Karnataka, Kalaburagi
BBA - Course Content / Syllabus
Semester-VI

Code	Type	Title	Credits	Hours	L	T	P
UBBTD60304	DSE	Advertising Management	03	03	2	1	0

Prerequisites: Understanding of basics marketing

CLO1: Remember and understand the basic concept of Advertising and Marketing Communication

CLO2: understand the Indian Advertising Industry and its Practices

CLO3: Apply the creative and advertising strategies to solve marketing communication problems

CLO4: Analyze the marketing communication process and the Indian Advertising Industry

CLO 5: Evaluate the suitability of advertising strategies and media planning

CLO 6: Create appropriate marketing communication and media strategy for successful brand-building

Detailed Syllabus

Unit 1: Introduction: (6hrs)

Definition & growth of modern advertising, History of Indian advertising: 1950-60 Overview, 1960-70 Transition, 1970-80 Growth, 1980-90 Learning, 1990-2000 New Age, 2001-till date Ahead; Advertising & the marketing mix, types & classification of advertisement, advertising spiral; Social, Economic and Ethical aspects of advertising

Unit 2: Marketing Communication Process and Models: (10hrs)

Basic Model of Marketing Communication: Source, Message, Channel, Receiver, Noise, and Response; **Traditional Response Hierarchy Models:** AIDA, Hierarchy of effect, Innovation adoption model, Action first model, Quick decision model; **Modern Response Hierarchy Models:** FCB Model, Alternative Response Hierarchy Model, Cognitive Response Model, Elaboration Likelihood Model

Unit 3: Advertising Creative Strategy: (10 hrs)

Planning and Development: Advertising Creativity, Planning Creative Strategy, Creative Process, Creative Strategy Development; **Implementation and Evaluation:** Appeal and Execution Styles, Creative Tactics, Client Evaluation and Approval of Creative Work, Guidelines for Evaluating Creative Work.

Unit 4: Advertising Budget and Media Planning: (10hrs)

Introduction To Broadcast & Non -Broadcast Media; Budgeting Decision Rule: Percentage Of Sales Method, Objective To Task Method, Competitive Parity, & All You Can Afford; Basic Concepts of Media Planning; Key Factors Influencing Media Planning; Media Decisions: Media Class, Media Vehicle & Media Option; Scheduling: Flighting, Pulsing &

Continuous

Unit 5: Management of Sales Promotion: (9hrs)

Importance & need for sales promotion, planning for consumer schemes & contests, different types of consumer schemes.

Note: Applied cases would be taken up in class.

References:

1. Aaker, Myers &Batra: Advertising Management, Prentice Hall.
2. Wells, Moriarity &Burnett: Advertising Principles &practices, Prentice Hall.
3. Kleppner's Advertising Procedure: Ronald Lane, KaneWhitehall king and J. Thomas Russell, Pearson Education.
4. George E.Belch& Michael A. Balch: Advertising and Promotion, TMH
5. S.H.H Kazmi and SatishK.Batra: Advertising and sales promotion, Excel books
6. Wright, Winter, Ziegler: Advertising, Atlantic Publishers & Dist.
7. Arun Chaudhuri: Indian Advertising Laughter and Tears, Niyogi Books 2014s

Central University of Karnataka, Kalaburagi
BBA - Course Content / Syllabus
Semester-VI

Code	Type	Title	Credits	Hours	L	T	P
UBBTD60305	DSE	Investment Analysis and Portfolio Management	03	03	2	1	0

Prerequisites: None

Course Learning Outcomes: After the completion of the course the students can:

CLO 1: Understand the approaches of Investment Analysis.

CLO 2: Calculate the risk and return of individual stocks and portfolios using excel

CLO 3: Analyze and evaluates the stocks through the approaches of Investment analysis

CLO4: Apply technical indicators to make better investments decisions

CLO 5: Analyze stocks and form a portfolio to minimize the risk

**Mapping of Course Learning Outcomes (CLOs) with Program Outcomes (POs)
and Program Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4
CLO1	3	3	2	1	1	3		2	2	3		3	2	
CLO2	3	3	3	2	2	3		2	3	3		3	2	
CLO3	3	3	3	2	3	3		2	3	3		3	2	
CLO4	3	3	3	2	3	3		3	3	3		3	2	
CLO5	3	3	3	2	3	3		3	3	3		3	2	

Detailed Syllabus

UNIT-1: Introduction to Investments: (8 hrs)

Meaning of investment, speculation and Gambling, Investment avenues – non-marketable financial Assets, Money market instruments, Bonds or debentures, Equity shares, Mutual fund schemes, financial derivatives, Life insurance, Real assets. Types of investors – Investment objectives, Factors of sound investment. Time value of money – Risk-Return analysis in investment, concept and measurement of return, concept of risk, types of risk and measurement of risk – problems on risk and return calculations.

UNIT – 2: Indian Capital Market: (8 hrs)

Financial Market - Types - Participants in financial Market – Regulatory Environment, Primary Market: Methods of floating new issues – steps in floating a public issue – Book building – Role of primary market – Regulation of primary market. Secondary market: Functions of stock exchanges – Stock exchanges in India and Regulation of stock exchanges – listing of securities – Trading system in stock exchanges – SEBI.

UNIT – 3: Fundamental Analysis: (10 hrs)

Meaning, EIC Analysis framework, Economy Analysis- Economic forecasting – Forecasting techniques, Industry Analysis-Industry classification, Industry life cycle, Company Analysis- Analysis of financial statements, Stock return and valuation models: Dividend discount models – Earnings multiplier approach, problems on stock valuation, Bond basics– Bond returns and

risks.

UNIT – 4: Technical Analysis: (8 hrs)

Meaning, Dow theory, Basic principles of technical analysis – Price charts – Trends and trend reversals, Chart patterns, Elliot Wave theory, Mathematical indicators: Moving averages – Oscillators. Market Indicators: Breadth of the market – Short interest – Odd lot index , Technical analysis Vs. Fundamental Analysis, Random walk theory, Efficient market hypothesis – EMH vs Fundamental and Technical analysis.

UNIT –5: Portfolio Management: (11 hrs)

Meaning – Portfolio management process – Portfolio Analysis: Measuring expected risk and return of a portfolio with two securities and more than two securities – portfolio risk diversification – Portfolio Selection: Markowitz model of portfolio selection – Problems. CAPM: Assumptions – SML and CML – APT – Portfolio revision: portfolio revision strategies – Portfolio evaluation: measuring portfolio risk adjusted returns – Sharpe ratio – Treynor ratio – Jensen ratio – problems on portfolio evaluation.

Exposure to mock trading.

TEXTBOOKS

1. S. Kevin, Securities Analysis and Portfolio Management, Second edition, PHI Learning, Delhi, 2018.
2. Prasanna Chandra, Investment analysis and Portfolio Management, Third edition, Tata McGraw Hill, New Delhi, 2010.

REFERENCES

1. Donald E. Fischer & Ronald J. Jordan, Security Analysis & Portfolio Management, Pearson Education, New Delhi, Sixth edition, 2009
2. Reilly & Brown, Investment Analysis and Portfolio Management, eighth edition, Cengage Learning, 2011.
3. Punithavathy Pandian, Securities Analysis and Portfolio Management, second edition, Vikas Publishing House, New Delhi, 2013.
4. Bodi, Kane, Markus, Mohanty, Investments, 8th edition, Tata McGraw Hill, 2011.4
5. V. A. Avadhan, Securities Analysis and Portfolio Management, Himalaya Publishing House, 2011.
6. V. K. Bhalla, Investment Management, S. Chand & Company Ltd., 2012
7. Prasanna Chandra, Managing Investments, Tata McGraw Hill.