

Karnataka State Higher Education Council

#30, Prasanna Kumar Block, Bengaluru Central University Campus,
Y Ramachandra Road, Gandhinagara, Bengaluru, Karnataka –
560009.

**Curriculum as per
National Educational Policy (NEP 2020)**

BACHELOR OF BUSINESS ADMINISTRATION

(BBA)

I, II, III & IV Semester Syllabus.

Semester I

Sl. No.	Course Code	Title of the Course	Category of Courses	Teaching Hours per Week (L + T + P)	SEE	CIE	Total Marks	Credits
1	Lang.1.1	Language - I	AECC	3+1+0	60	40	100	3
2	Lang.1.2	Language - II	AECC	3+1+0	60	40	100	3
3	BBA.1.1	Management Principles & Practice	DSC	4+0+0	60	40	100	4
4	BBA.1.2	Fundamentals of Business Accounting	DSC	3+0+2	60	40	100	4
5	BBA.1.3	Marketing Management	DSC	4+0+0	60	40	100	4
6	BBA.1.4	Environmental Studies	AECC	3+0+0	60	40	100	3
7	BBA.1.5	Health Wellness/ Social & Emotional Learning	SEC-VB	1+0+2	-	50	50	2
8	BBA.1.6	1.6.1 Innovation Management/ 1.6.2 Office Organization and	OEC*	3+0+0	60	40	100	3
Sub -Total (A)					420	330	750	26

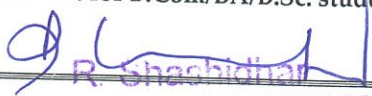
Semester II

Sl. No.	Course Code	Title of the Course	Category of Courses	Teaching Hours per Week (L + T + P)	SEE	CIE	Total Marks	Credits
8	Lang.2.1	Language - I	AECC	3+1+0	60	40	100	3
9	Lang.2.2	Language - II	AECC	3+1+0	60	40	100	3
10	BBA.2.1	Financial Accounting and Reporting	DSC	3+0+2	60	40	100	4
11	BBA.2.2	Human Resource Management	DSC	4+0+0	60	40	100	4
12	BBA.2.3	Business Environment	DSC	4+0+0	60	40	100	4
13	BBA.2.4	Sports /NCC/NSS/R&R(S&G)/Cultural	SEC-VB	0+0+4	-	50	50	2
14	BBA.2.5	Digital Fluency	SEC-SB	1+0+2	30	20	50	2
15	BBA.2.6	2.6.1 Life skills/ 2.6.2 People Management	OEC*	3+0+0	60	40	100	3
Sub -Total (B)					390	310	700	25

EXIT OPTION WITH CERTIFICATION - with ability to solve

* Note: These courses are meant for B.Com/BA/B.Sc. students taught by Commerce and Management teachers.


Registrar


R. Shashidhar

M.Sc., MBA, M.Phil, M.Com, Ph.D.,
Professor,

Institute of Management Studies,
Davangere University,
Shivangotri, Davangere-577 317

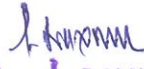

Dr. Laxmana. P.

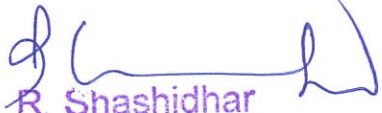
Professor, Dean
Department of Commerce
Davangere University

Davangere University
Shivangotri, Davangere

Semester III (BBA)								
Sl. No.	Course Code	Title of the Course	Category of Courses	Teaching Hours per Week (L + T + P)	SEE	CIE	Total Marks	Credits
19	Lang.1.1	Language - I	AECC	3+1+0	60	40	100	3
20	Lang.1.2	Language - II	AECC	3+1+0	60	40	100	3
21	BBA.3.1	Cost Accounting	DSC	3+0+2	60	40	100	4
22	BBA.3.2	Organizational Behavior	DSC	4+0+0	60	40	100	4
23	BBA.3.3	Statistics for Business Decisions	DSC	3+0+2	60	40	100	4
24	BBA.3.4	Sports /NCC/NSS/R&R(S&G)/Cultural	SEC-VB	0+0+4	-	50	50	2
25	BBA.3.5	Financial Education and Investment Awareness	SEC-SB	1+0+2	30	20	50	2
26	BBA.3.6	3.6.1 Social Media Marketing/ 3.6.2 Rural Marketing	OEC	3+0+0	60	40	100	3
Sub -Total (C)					390	310	700	25

Semester IV (BBA)								
Sl. No.	Course Code	Title of the Course	Category of Courses	Teaching Hours per Week (L + T + P)	SEE	CIE	Total Marks	Credits
23	Lang.1.1	Language - I	AECC	3+1+0	60	40	100	3
24	Lang.1.2	Language - II	AECC	3+1+0	60	40	100	3
25	BBA.4.1	Management Accounting	DSC	3+0+2	60	40	100	4
26	BBA.4.2	Business Analytics	DSC	4+0+0	60	40	100	4
27	BBA.4.3	Financial Management	DSC	3+0+2	60	40	100	4
28	BBA.4.4	Constitution of India	AECC	3+0+0	60	40	100	3
29	BBA.4.5	Sports/ NCC/NSS/Any others	SEC-VB	0+0+4	-	50	50	2
31	BBA.4.6	Artificial Intelligence	SEC-SB	1+0+2	30	20	50	2
Sub -Total (D)					390	310	700	25


Dr. Laxmana P.
 Professor, Dean
 Department of Commerce
 Davangere University
 DAVANGERE-2.


R. Shashidhar
 M.Sc., MBA, M.Phil, M.Com, Ph.D.,
 Professor,
 Institute of Management Studies,
 Davangere University,
 Shivagangotri, Davangere-577 002

* Note: These courses are meant for B.Com/BA/B.Sc. students taught by Commerce and Management teachers.

Name of the Program: Bachelor of Business Administration (BBA)		
Course Code: BBA 1.1		
Name of the Course: Management Principles & Practice		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs.	56 Hrs.
Pedagogy: Classrooms lecture, tutorials, Group discussion, Seminar, Case studies & field work etc.,		
Course Outcomes: On successful completion of the course, the Students will demonstrate		
a) The ability to understand concepts of business management, principles and function of management.		
b) The ability to explain the process of planning and decision making.		
c) The ability to create organization structures based on authority, task and responsibilities.		
d) The ability to explain the principles of direction, importance of communication, barrier of communication, motivation theories and leadership styles.		
e) The ability to understand the requirement of good control system and control techniques.		
Syllabus:		Hours
Module No. 1: INTRODUCTION TO MANAGEMENT		10
Introduction -Meaning, Evolution of management thought, Pre-Scientific Management Era, Classical Management Era, Neo-Classical Management Era, Modern Management Era; Nature and Characteristics of Management - Scope and Functional areas of Management; Management as a Science, Art or Profession; Management and Administration; Principles of Management.		
Module No. 2: PLANNING AND DECISION MAKING		08
Nature, Importance and Purpose of Planning - Planning Process; Objectives; Types of plans (Meaning only); Decision making- Importance and steps; MBO and MBE (Meaning only)		
Module No. 3: ORGANIZING AND STAFFING		12
Nature and purpose of Organization; Principles of Organizing; Delegation of Authority; Types of Organization - Departmentation, Committees; Centralization vs Decentralization of Authority and Responsibility, Span of Control; Nature and importance of Staffing		
Module No. 4: DIRECTING AND COMMUNICATING		12
Meaning and Nature of Direction, Principles of Direction; Communication - Meaning and Importance, Communication Process, Barriers to Communication, Steps to overcome Communication Barriers, Types of Communication; Motivation theories - Maslow's Need Hierarchy Theory, Herzberg's Two Factor Theory, Mc.Gregor's X and Y theory. Leadership - Meaning, Formal and Informal Leadership, Characteristics of Leadership; Leadership Styles - Autocratic Style, Democratic Style, Participative Style, Laissez Faire Leadership Styles, Transition Leadership, Charismatic Leadership Style.		
Module No. 5: COORDINATING AND CONTROLLING		10
Coordination-Meaning, Importance and Principles. Controlling-Meaning and steps in controlling, Essentials of Effective Control system, Techniques of Control (in brief).		
Module No. 6: BUSINESS SOCIAL RESPONSIBILITY AND MANAGERIAL ETHICS		04
Business Social Responsibility - Meaning, Arguments for and against Business Social Responsibility; Green management - Meaning, Green Management Actions; Managerial Ethics - Meaning - Importance of Ethics in Business, Factors that determine Ethical or Unethical behavior.		

Skill Developments Activities:

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

Text Books:

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

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Business Administration (BBA)		
Course Code: BBA 1.2		
Name of the Course: Fundamentals of Business Accounting		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs
Pedagogy: Classrooms lecture, tutorials, and problem solving.		
Course Outcomes: On successful completion of the course, the Students will demonstrate <ol style="list-style-type: none"> Understand the framework of accounting as well accounting standards. The Ability to pass journal entries and prepare ledger accounts The Ability to prepare subsidiaries books The Ability to prepare trial balance and final accounts of proprietary concern. Construct final accounts through application of tally. 		
Syllabus:		Hours
Module No. 1: INTRODUCTION TO FINANCIAL ACCOUNTING		08
Introduction – Meaning and Definition – Objectives of Accounting – Functions of Accounting – Users of Accounting Information – Limitations of Accounting – Accounting Cycle – Accounting Principles – Accounting Concepts and Accounting Conventions. Accounting Standards – objectives- significance of accounting standards. List of Indian Accounting Standards.		
Module No. 2: ACCOUNTING PROCESS		12
Meaning of Double entry system - Process of Accounting - Kinds of Accounts - Rules - Transaction Analysis - Journal - Ledger - Balancing of Accounts - Trial Balance - Problems on Journal, Ledger Posting and Preparation of Trial Balance.		
Module No. 3: SUBSIDIARY BOOKS		14
Meaning - Significance - Types of Subsidiary Books -Preparation of Purchases Book, Sales Book, Purchase Returns Book, Sales Return Book, Bills Receivable Book, Bills Payable Book. Types of Cash Book- Simple Cash Book , Double Column Cash Book , Three Column Cash Book and Petty Cash Book(Problems only on Three Column Cash Book and Petty Cash Book), Bank Reconciliation Statement - Preparation of Bank Reconciliation Statement (Problems on BRS)		
Module No. 4: FINAL ACCOUNTS OF PROPRIETARY CONCERN		10
Preparation of Statement of Profit and Loss and Balance Sheet of a proprietary concern with special adjustments like depreciation, outstanding and prepaid expenses, outstanding and received in advance of incomes, provision for doubtful debts, drawings and interest on capital.		
Module No. 5: ACCOUNTING SOFTWARE		12
Introduction-meaning of accounting software, types accounting software-accounting software Tally-Meaning of Tally software - Features - Advantages, Creating a New Company, Basic Currency information, other information, Company features and Inventory features. Configuring Tally - General Configuration, Numerical symbols, accounts/inventory info - master configuration -voucher entry configuration. Working in Tally: Groups, Ledgers, writing voucher, different types of voucher, voucher entry Problem on Voucher entry - Generating Basic Reports in Tally-Trial Balance, Accounts books, Cash Book, Bank Books, Ledger Accounts, Group Summary, Sales Register and Purchase Register, Journal Register,		

Statement of Accounts, and Balance Sheet.

Skill Developments Activities:

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

Text Books:

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

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Business Administration (BBA)		
Course Code: BBA 1.3		
Name of the Course: Marketing Management		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs
Pedagogy: Classrooms lecture, tutorials, Group discussion, Seminar, Case studies & field work etc.,		
Course Outcomes: On successful completion of the course, the Students will demonstrate		
a) Understand the concepts and functions of marketing.		
b) Analyse marketing environment impacting the business.		
c) Segment the market and understand the consumer behaviour		
d) Describe the 4 p's of marketing and also strategize marketing mix		
e) Describe / p's of service marketing mix.		
Syllabus:		Hours
Module No. 1: INTRODUCTION TO MARKETING		10
Meaning and Definition, Concepts of Marketing, Approaches to Marketing, Functions of Marketing. Recent trends in Marketing-E- business, Tele-marketing, M-Business, Green Marketing, Relationship Marketing, Concept Marketing, Digital Marketing, social media marketing and E-tailing (Meaning only).		
Module No. 2: MARKETING ENVIRONMENT		10
Micro Environment - The company, suppliers, marketing intermediaries competitors, public and customers; Macro Environment- Demographic, Economic, Natural, Technological, Political, Legal, Socio-Cultural Environment.		
Module No. 3: MARKET SEGMENTATION AND CONSUMER BEHAVIOUR		10
Meaning and Definition, Bases of Market Segmentation, Requisites of Sound Market Segmentation; Consumer Behavior-Factors influencing Consumer Behavior; Buying Decision Process.		
Module No. 4: MARKETING MIX		20
Meaning, Elements of Marketing Mix (Four P's) - Product, Price, Place, Promotion. Product-Product Mix, Product Line, Product Lifecycle, New Product Development, Reasons for Failure of New Product, Branding, Packing and Packaging, Labeling, Pricing - Objectives, Factors influencing Pricing Policy, Methods of Pricing; Physical Distribution-Meaning, Factors affecting Channel Selection, Types of Marketing Channels. Promotion - Meaning and Significance of Promotion, Personal Selling and Advertising (Meaning Only)		
Module No. 5: SERVICES MARKETING		06
Meaning and definition of services, difference between goods and services, features of services, seven P's of services marketing (concepts only).		
Skill Developments Activities:		
1. Two cases on the above syllabus should be analyzed and recorded in the skill development		
2. Design a logo and tagline for a product of your choice		
3. Develop an advertisement copy for a product.		
4. Prepare a chart for distribution network for different products.		

Text Books:

1. Philip Kotler, Marketing Management, Prentice Hall.
2. Lovelock Christopher, Services Marketing: People, Technology, Strategy, PHI
3. William J. Stanton, Michael J. Etzel, Bruce J Walker, Fundamentals of Marketing, McGraw Hill Education.
4. Bose Biplab, Marketing Management, Himalaya Publishers.
5. J.C. Gandhi, Marketing Management, Tata McGraw Hill.
6. Ramesh and Jayanti Prasad: Marketing Management, I.K. International
7. Sontakki, Marketing Management, Kalyani Publishers.
8. P N Reddy and Appanniah, Marketing Management

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Business Administration (BBA)

Course Code: BBA 1.6.1

(OEC)

Name of the Course: Innovation Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3 Credits	3 Hrs	45 Hrs

Pedagogy: Classrooms lecture, tutorials, Group discussion, Seminar, Case studies & field work etc.,

Course Outcomes: On successful completion of the course, the Students will be able to

- Familiarize and explore different forms of innovation.
- Acquaint the economic aspects of innovation
- Know the marketing of innovation products.
- Enable students think and act on innovation.

Analyse the reality of innovation in the present context

Syllabus: Exploring Innovations	Hours
Module No. 1:	12

Concept of innovation, historic retrospective, typology of innovations, innovation process, Macroeconomic view of innovation approaches to innovations, Assumptions and barriers to innovations, Innovation sources, i.e. science and R&D, technology transfer, push and pull approaches. Processes used to explore innovations along the technology, market and strategy dimensions as the innovation moves from idea to market.

Module No. 2: Application of Innovation	08
---	----

Organizational aspects of innovation, Soft methods and techniques of innovation management, Creative approaches, Systemic and analytical methods and techniques of innovation management, Economic aspects of innovations encompassing sources of innovation financing.

Module No. 3: Marketing Innovation Products	09
---	----

Strategic considerations on innovations, innovation platforms that incorporate new product development, process innovations, service innovation, service design innovation, multiple product options, portfolios and standards

Module No. 4: Evaluation of Innovation	10
--	----

Effectiveness evaluation, integration of risks, factors influencing economic effectiveness, Post implementation analysis of innovation projects, Intellectual property of innovations, legal aspects of innovations

Module No 5: Innovation in Reality	06
------------------------------------	----

Mind-set, lateral thinking, out of box approach, creativity, innovation for problem solving. Case lets.

Skill Developments Activities:

- Draw insights from the most innovative and successful corporations namely Apple, IBM, and Microsoft.
- List out the reasons for failure in startup innovations.
- Design innovative projects (any field) in collaboration with team members.
- Creative projects that provide an innovative solutions to real world problems.
- Any other activities, which are relevant to the course.

Text books:

1. Wagner, Tony. Creating Innovators: The Making of Young People Who Will Change the World. New York: Scribner, 2012.
2. CK Prahalad and MK Krishnan : The new age of innovation, McGraw Hill
3. Paul Traut: Innovation Management and New product Development ,Pearson
4. Khandwalla: Corporate Creativity, McGraw hill
6. Snyder, Duarte, Unleashing Innovation, How Whirlpool Transformed an Industry, JosseyBass, 2008
7. Fraser, Heather, Design Works; Toronto: University of Toronto Press, 2012 Govindarajan, Vijay & Trimble, Chris, 10 Rules for Strategic Innovators; Boston: Harvard Business School Press, 2005
8. Govindarajan, Vijay & Trimble, Chris, Reverse Innovation; Boston: Harvard Business School Press, 2012.
9. Hamel, Gary, the Future of Management; Boston: Harvard Business School Press, 2007.

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Business Administration (BBA)		
Course Code: BBA 1.6.2		
Name of the Course: Office Organization and Management (OEC)		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3 Credits	3 Hrs	45 Hrs
Pedagogy: Classrooms lecture, tutorials, Group discussion, Seminar, Case studies & field work etc.,		
Course Outcomes: On successful completion of the course, the Students will demonstrate		
a) An understanding of basic knowledge of office organisation and management b) Demonstrate skills in effective office organisation c) Ability to maintain office records d) Ability to maintain digital record e) Understanding of different types of organisation structures and responsibilities as future office managers.		
Syllabus:		Hours
Module No. 1: FUNDAMENTALS OF OFFICE MANAGEMENT		08
Introduction: Meaning, importance and functions of modern office Modern Office Organisation: Meaning; Steps in office organisation; Principles of Office organisation, Organisation structure types, Nature of office services: Types of services in a modern office, decentralisation and centralisation of office services, Departmentation of Office Office management: Meaning, Elements and major processes of Office management Office Manager: Functions and qualifications of Office manager.		
Module No. 2: ADMINISTRATIVE ARRANGEMENT AND FACILITIES		07
Office Accommodation and its Importance: Location of Office, Choice of Location: Urban vs Suburban, Factors to be Considered in Selecting the Site, Securing Office Space, Office Lay-out: Objectives of Office Lay-out, Principles of Office Lay-out, Steps in Lay-out Planning, Advantages of a Good Lay-out. Types of offices: Open Office and Private Office- advantages and disadvantages.		
Module No. 3: OFFICE ENVIRONMENT:		10
Meaning and Components of Office Environment Interior Decoration: Colour Conditioning, Floor Coverings, Furnishings, Furniture and Fixtures: Types of Furniture, Choice between Wooden and Steel Furniture, Principles Governing Selection of Furniture Lighting and Ventilation, Noise: Internal Noise, External Noise Cleanliness, Sanitation and Health Safety and Security		
Module No. 4: RECORDS MANAGEMENT		10
Introduction to records: Importance of Records, types of office records, Records Management: Meaning, Principles of Record Keeping, Functions of 'Records Management Filing: Elements of Filing and Filing Functions, Objectives and Importance of Filing, Advantages of Filing, Essentials of a Good Filing System, Classification of Files, Filing Procedure or Routine.		

Filing Methods: Horizontal Filing -meaning, types and advantages, Vertical Filing- meaning, equipment used, advantage and disadvantages.

Centralisation and Decentralisation of Filing- Centralised filing and Decentralised Filing
Office manual: contents, Importance, types of office manuals.

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

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

Module No. 5: OFFICE MECHANISATION AND DATA PROCESSING	10
---	-----------

Meaning, Importance and Objectives of Office Mechanisation, Advantages and disadvantages of Office Mechanisation, Factors Determining Office Mechanisation

Kinds of Office Machines: Duplicating Machines and Photocopying Machines, Accounting, tabulating and computing machines, communication machines

Introduction to Data and Information: Distinction between Data and Information, Importance of Data and Information, Classification of Data, Classification of Information, Data Lifecycle (chart), **Data Collection Methods-** Primary and secondary data collection methods

Data presentation Methods of Presentation of Data

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


Skill Developments Activities:

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

Text Books:

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

Note: Latest edition of text books may be used.


Dr. Laxmana. P.
Professor, ~~Dean~~
Department of Commerce
Davangere University
DAVANGERE-2.


Chairman
Board of Studies,
Institute of Management Studies,
Davangere University,
Mivagangothri, DAVANGERE-02

Name of the Program: Bachelor of Business Administration (BBA)		
Course Code: BBA 2.1		
Name of the Course: Financial Accounting and Reporting		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs
Pedagogy: Classrooms lecture, tutorials, and Problem Solving.		
Course Outcomes: On successful completion of the course, the Students will demonstrate <ol style="list-style-type: none"> The ability to prepare final accounts of partnership firms The ability to understand the process of public issue of shares and accounting for the same The ability to prepare final accounts of joint stock companies. The ability to prepare and evaluate vertical and horizontal analysis of financial statements The ability to understand company's annual reports. 		
Syllabus:		Hours
Module No. 1: FINAL ACCOUNTS OF PARTNERSHIP FIRM		10
Meaning of Partnership Firm, Partnership deed-clauses in partnership deed, Preparation of Final accounts of partnership firm-Trading and Profit and Loss Account, Profit and Loss Appropriation Account, Partners capital account and Balance sheet. Goodwill- Nature, Factors influencing goodwill and methods of valuation of goodwill (Average and super profit methods)		
Module No. 2: ISSUE OF SHARES		08
Meaning of Share, Types of Shares – Preference shares and Equity shares – Issue of Shares at par, at Premium, at Discount: Pro-Rata Allotment; Journal Entries relating to issue of shares; Preparation of respective ledger accounts; Preparation of Balance Sheet in the Vertical form (Practical Problems).		
Module No. 3: FINAL ACCOUNTS OF JOINT STOCK COMPANIES		12
Statutory Provisions regarding preparation of Company Final Accounts – Treatment of Special Items, Managerial Remuneration, Tax deducted at source, Advance payment of Tax, Provision for Tax, Depreciation, Interest on debentures, Dividends, Rules regarding payment of dividends, Transfer to Reserves, Preparation of Profit and Loss Account and Balance Sheet (Vertical Form Schedule -III) (Practical Problems).		
Module No. 4: FINANCIAL STATEMENTS ANALYSIS		12
Comparative Statements - Comparative Income Statement, Comparative Balance Sheet; Common size Statements – Common Size Income Statement, Common Size Balance Sheet – Trend Percentages. (Analysis and Interpretation)		
Module No. 5: CORPORATE FINANCIAL REPORTING PRACTICES		10
Corporate Financial Reporting - meaning, types, characteristics of Corporate financial report, users of corporate financial report; Components corporate financial report- general corporate information, financial highlights, letter to the shareholders from the CEO, management's discussion and analysis; Financial Statements-balance sheet, income statement, cash flow statement, and notes to the financial statements; Auditor's report; Significant Accounting Policies; Corporate Governance Report; Corporate Social Responsibility Report (Discuss only Role and Significance of above components of corporate financial report).		

Skill Developments Activities:

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

Text Books:

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

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Business Administration (BBA)		
Course Code: BBA 2.2		
Name of the Course: Human Resource Management		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs
Pedagogy: Classroom's lecture, tutorials, Group discussion, Seminar, Case studies & field work etc.,		
Course Outcomes: On successful completion of the course, the students will be able to demonstrate		
a) Ability to describe the role and responsibility of Human resources management functions on business b) Ability to describe HRP, Recruitment and Selection process c) Ability to describe to induction, training, and compensation aspects. d) Ability to explain performance appraisal and its process. e) Ability to demonstrate Employee Engagement and Psychological Contract.		
Syllabus:		Hours
Module No. 1: Introduction to Human Resource Management		10
Meaning and Definition of HRM - Features Objectives, Differences between Human Resource Management and Personnel Management, Importance, Functions and Process of HRM, Role of HR Manager, Trends influencing HR practices		
Module No. 2: Human Resource Planning, Recruitment & Selection		14
Human Resource Planning: Meaning and Importance of Human Resource Planning, Process of HRP HR Demand Forecasting- Meaning and Techniques (Meanings Only) and HR supply forecasting. Succession Planning - Meaning and Features Job Analysis: Meaning and Uses of Job Analysis, Process of Job Analysis - Job Description, Job Specification, Job Enlargement, Job Rotation, Job Enrichment (Meanings Only) Recruitment - Meaning, Methods of Recruitment, Factors affecting Recruitment, Sources of Recruitment Selection - Meaning, Steps in Selection Process, Psychometric tests for Selection, Barriers to effective Selection, Making Selection effective; Placement, Gamification - Meaning and Features		
Module No. 3: Induction, Training and Compensation		10
Induction: Meaning, Objectives and Purpose of Induction, Problems faced during Induction, Induction Program Planning. Training: Need for training, Benefits of training, Assessment of Training Needs and Methods of Training and Development; Kirkpatrick Model; Career Development. Compensation: Direct and Indirect forms of Compensation (Meaning Only), Compensation Structure.		
Module No. 4: Performance Appraisal, Promotion & Transfers		14
Performance appraisal: Meaning and Definition, Objectives and Methods of Performance Appraisal - Uses and Limitations of Performance Appraisal, Process of Performance Appraisal Promotion: Meaning and Definition of Promotion, Purpose of Promotion, Basis of promotion		

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

Module No. 5: Employee Engagement and Psychological Contract	08
---	-----------

Employee Engagement (EE): Meaning and Types of EE, Drivers of Engagement - Measurement of EE, Benefits of EE.

Psychological contract: Meaning and features

Skill Developments Activities:

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

Textbooks:

Aswathappa, Human Resource Management, McGraw Hill

Edwin Flippo, Personnel Management, McGraw Hill

C.B.Mamoria, Personnel Management, HPH

Subba Rao, Personnel and Human Resources Management, HPH

Reddy & Appanniah, Human Resource Management, HPH

Madhurimalal, Human Resource Management, HPH

S.Sadri & Others: Geometry of HR, HPH

Rajkumar: Human Resource Management I.K. Intl

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

K. Venkataramana, Human Resource Management, SHBP

Chartered Accountants of India, New Delhi.

Note: Latest edition of textbooks may be used.

Name of the Program: Bachelor of Business Administration (BBA) Course Code: BBA 2.3 Name of the Course: BUSINESS ENVIRONMENT		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs
Pedagogy: Classrooms lecture, tutorials, Group discussion, Seminar, Case studies.		
Course Outcomes: On successful completion Student will demonstrate a) An Understanding of components of business environment. b) Ability to analyse the environmental factors influencing business organisation. c) Ability to demonstrate Competitive structure analysis for select industry. d) Ability to explain the impact of fiscal policy and monetary policy on business. e) Ability to analyse the impact of economic environmental factors on business.		
Syllabus:		Hours
Module No. 1: INTRODUCTION BUSINESS ENVIRONMENT		12
Meaning of business, scope and objectives Business, business environment, Micro and Macro-environment of business (social, cultural, economic, political, legal technological and natural) Impact of these factors on decision making in business, Environmental analysis, and Competitive structure analysis of Business.		
Module No. 2: GOVERNMENT AND LEGAL ENVIRONMENT		16
Government Functions of the State, Economic role of government, State intervention in business- reasons for and types of state intervention in business. Impact of Monetary policy, Fiscal policy, Exim policy and industrial policy on business. Legal environment - Various laws affecting Indian businesses		
Module No. 3: ECONOMIC ENVIRONMENT AND GLOBAL ENVIRONMENT		13
An overview of economic environment, nature of the economy, structure of economy, factors affecting economic environment. Globalisation of business; meaning and dimensions, stages, essential conditions of globalisation, foreign market entry strategies, merits and demerits of globalisation of business, Impact of Globalisation on Indian businesses, Forms of globalisation of businesses - MNCs, TNCs etc..		
Module No. 4: TECHNOLOGICAL ENVIRONMENT		10
Meaning and features; types of innovation, Impact of Technological changes on business, Technology and Society, Technological Acquisition modes, IT revolution and business, Management of Technology.		
Module No. 5: NATURAL ENVIRONMENT		05
Meaning and nature of physical environment. Impact of Natural environment on business.		
Skill Developments Activities: a) List out key features of recent Monetary policy published by RBI impacting businesses. b) Give your observation as to how technology has helped society. c) Draft Five Forces Model for Imaginary business. d) Identify the benefits of Digital transformation in India.		

Text Books:

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

Note: Latest edition of text books may be used.

Name of the Program: Bachelor Business Administration (BBA)

Course Code: BBA.2.6.1

(OEC)

Name of the Course: People Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3 Credits	3 Hrs	45 Hrs

Pedagogy: Classroom's lecture, tutorials, Group discussion, Seminar, Case studies.

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

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

Syllabus:	Hours
Module No. 1: Introduction to People Management	06
Diversity in organisation: age, gender, ethnicity, race, and ability. People Management: Meaning, Features, Significance of people management, Difference between People Management and Human Resource Management, impact of individual and organizational factors on people management.	
Module No. 2: Getting Work Done and Assessment and Evaluation	12
Getting work done: Challenges of getting work done, significance of prioritization and assigning work to team members. Performance Management: meaning, role of a manager in the different stages of the performance management process, Types of Performance assessment, Assessment and Evaluation Process of evaluation of tasks in the organisation. Modern tools of assessment and evaluation of tasks and performance.	
Module No. 3: Building Peer Networks and Essentials of Communication	12
Building Peer Networks: Understanding the importance of peer networks in an organization; being able to influence those on whom you have no authority; challenges Peer networking and different types of people networking in the workplace. Essentials of Communication: Concept of the communication process with reflection on various barriers to effective communication and ways to overcome, Types of Communication and Channels of Communication.	
Module No. 4: Motivation	08
Meaning, Importance and need for motivation, team motivation- meaning, importance team motivation, types of Motivators and Modern methods of motivation	
Module No. 5: Managing Self	07
Reflection on what does it mean to be a people manager; building a personal development plan for oneself, Self-Stress Management: Causes for stress, work life Balance, Importance of Work life balance, Factors influencing Work life Balance.	

Skill Developments Activities:

1. Analyse two cases on any of the above content indicated above.
2. List out the modern tools to performance assessment and evaluation.
3. Conduct a survey of work life balance of working individuals
4. Draft a Career development of working individual in the middle level management.

Text Books:

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

Name of the Program: Bachelor of Business Administration (BBA)

Course Code: BBA 2.6.2

(OEC)

Name of the Course: Life Skills

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3 Credits	3 Hrs	45 Hrs
Pedagogy: Classroom's lecture, tutorials, Group discussion, Seminar, Case studies.		
Course Outcomes: On successful completion of the course, the Students will be able to <ol style="list-style-type: none"> Define and Identify different life skills required in personal and professional life Develop an awareness of the self and apply well-defined techniques to cope with emotions and stress. Explain the basic mechanics of effective communication and demonstrate these through presentations. Take part in group discussions and use appropriate thinking and problem solving techniques to solve new problems. Understand the basics of teamwork and leadership. 		
Syllabus:		Hours
Module No. 1: Overview of Life and Professional Skills		10
Overview of Life Skills: Meaning and significance of life skills, Life skills identified by WHO: Self-awareness, Empathy, Critical thinking, Creative thinking, Decision making, problem solving, Effective communication, interpersonal relationship, coping with stress, coping with emotion. Life skills for professionals: positive thinking, right attitude, attention to detail, having the big picture, learning skills, research skills, perseverance, setting goals and achieving them, helping others, leadership, motivation, self-motivation, and motivating others, personality development, IQ, EQ, and SQ		
Module No. 2: Self Awareness, Stress Management, Emotions and Ethics		10
Self-awareness: definition, need for self-awareness; Coping With Stress and Emotions, Human Values, tools and techniques of SA: questionnaires, journaling, reflective questions, meditation, mindfulness, psychometric tests, feedback. Stress Management: Stress, reasons and effects, identifying stress, stress diaries, the four A's of stress management, techniques, Approaches: action-oriented, emotion-oriented, acceptance oriented, resilience, Gratitude Training, Coping with emotions: Identifying and managing emotions, harmful ways of dealing with emotions, PATH method and relaxation techniques. Morals, Values and Ethics: Integrity, Civic Virtue, Respect for Others, Living Peacefully. Caring, Sharing, Honesty, Courage, Valuing Time, Time management, Cooperation, Commitment, Empathy, Self-Confidence, Character, Spirituality, Avoiding Procrastination, Sense of Engineering Ethics.		
Module No. 3: 21st Century Skills		09
21st century skills: Creativity, Critical Thinking, Collaboration, Problem Solving, Decision Making, Need for Creativity in the 21st century, Imagination, Intuition, Experience, Sources of Creativity, Lateral Thinking, Myths of creativity, Critical thinking Vs Creative thinking, Functions of Left Brain & Right brain, Convergent & Divergent Thinking, Critical reading & Multiple Intelligence. Steps in problem solving: Problem Solving Techniques, Six Thinking Hats, Mind Mapping, Forced Connections. Analytical Thinking, Numeric, symbolic, and graphic reasoning. Scientific temperament and Logical thinking		
Module No. 4: Group and Team Dynamics		06

Introduction to Groups: Composition, formation, Cycle, thinking, Clarifying expectations, Problem Solving, Consensus, Dynamics techniques, Group vs Team, Team Dynamics, and Virtual Teams. Managing team performance and managing conflicts, Intrapreneurship.

Module No. 5: Leadership

10

Leadership: Leadership framework, entrepreneurial and moral leadership, vision, cultural dimensions. Growing as a leader, turnaround leadership, managing diverse stakeholders, crisis management. Types of Leadership, Traits, Styles, VUCA Leadership, Levels of Leadership, Transactional vs Transformational Leaders, Leadership Grid, Effective Leaders.

Skill Developments Activities:


1. Seminars for effective communication and presentation skills.
2. Activities on Time management.
3. Activities for understanding of Non-verbal Communication and Body Language.
4. Task for Communication in a multi-cultural environment.
5. Activities to prove leadership qualities.


Any other activities, which are relevant to the course

1. Text Books: Shiv Khera, You Can Win, Macmillan Books, New York, 2003.
2. Barun K. Mitra, "Personality Development & Soft Skills", Oxford Publishers, Third impression, 2017.
3. Caruso, D. R. and Salovey P, "The Emotionally Intelligent Manager: How to Develop and Use the Four Key Emotional Skills of Leadership", John Wiley & Sons, 2004.
4. Kalyana, "Soft Skill for Managers"; First Edition; Wiley Publishing Ltd, 2015.
5. Larry James, "The First Book of Life Skills"; First Edition, Embassy Books, 2016.
6. Shalini Verma, "Development of Life Skills and Professional Practice"; First Edition; Sultan Chand (G/L) & Company, 2014.
7. Daniel Goleman, "Emotional Intelligence"; Bantam, 2006.
8. Butterfield Jeff, "Soft Skills for Everyone", Cengage Learning India Pvt Ltd; 1 edition, 2011.
9. Training in Interpersonal Skills: Tips for Managing People at Work, Pearson Education, India; 6 edition, 2015.
10. The Ace of Soft Skills: Attitude, Communication and Etiquette for Success, Pearson Education; 1 edition, 2013.

Note: Latest edition of text books may be used

-
1. Suja Nair; Retail Management, HPH
 2. Karthic – Retail Management, HPH
 3. S.K. Poddar & others – Retail Management, VBH.
 4. R.S Tiwari; Retail Management, HPH
- Note: Latest edition of text books may be used.


Dr. Laxmana. P.
Professor, Dean
Department of Commerce
Davangere University
DAVANGERE-2.


Chairman
Board of Studies,
Institute of Management Studies,
Davangere University,
Shivagangothri, DAVANGERE-02