

BBA – SEMESTER III

1 CourseTitle	PSYCHOLOGY FOR MANAGERS
2 CourseCode	NBBA 301
3 Typology of Course	CORE SUBJECT
4 CourseDuration/ LTP (Lectures, Tutorials, Practical)	45 hours of lectures for Theory + 15 hours of tutorials (1 credit = 15 hours of theory learning based on 3 hrs./week) (1 credit = 30 hours of practical based on 2 hrs./week) (1 credit = 15 hours of tutorials based on 1 hr./week) (1 Semester = 15 weeks) 3-groups will be created for the purpose of Tutorials for each unit of B.Com
5 Credits	3+1 Credits (Theory + Tutorial)
6 Max. Marks and Time	100 Marks (80 TH + 20 IA) 4 X 5 + 4 X 15 = 80 Marks a. The exam of this course will be of 3 Hours per week* duration. b. There will be no objective type questions. c. Small Caselets could be added.
7 Course Objectives	The course aims to provide students with an understanding of fundamental psychological concepts relevant to managing people in organizations. Students will learn to apply psychological principles in understanding individual behavior, motivation, leadership, and conflict management in an organizational context.

<p>8 Course Outcomes</p>	<p>CO1: Understand the basic concepts and need for psychology in organizational behavior.</p> <p>CO2: Analyze individual differences in behavior including personality, perception, and attitudes.</p> <p>CO3: Understand and apply theories of motivation, leadership, and conflict management.</p> <p>CO4: Apply transactional analysis and interpersonal behavior theories in real-world managerial contexts.</p>
<p>9 Pedagogy of the Course Work</p>	<p>Classroom Lectures, Interactive Sessions, PPT, Tutorials, Group Discussions, Case Studies, and Practical Projects.</p>
<p>10 Instructions for paper setters and candidates</p>	<p>Note : The question paper of each subject covering the entire course shall be divided into three sections:</p> <p>Section A (20 marks) This section will have 6 short answer questions from the entire syllabus. Students are required to attempt 4 questions from this section. Each question will carry 5 marks; the total weightage being 20 marks.</p> <p>Section B (30 marks) This section will consist of essay type questions from Unit I of the syllabus. The candidate will be required to attempt two questions out of four questions. Each question will carry 15 marks; the total weightage being 30 marks.</p> <p>Section C (30 marks) This section will consist of essay type questions from Unit II of the syllabus. The candidate will be required to attempt two questions out of four questions. Each question will carry 15 marks; the total weightage being 30 marks.</p>
<p>11 Course Content</p>	<p style="text-align: center;">UNIT I</p> <p>Introduction to Organizational Behavior: Concepts, Definitions, Need, Importance, Contributing Disciplines, Nature, and Scope.</p> <p>Individual Behavior: Introduction and Meaning; Factors Affecting Individual Behavior.</p> <p>Personality: Meaning, Characteristics, Determinants, and Theories of Personality.</p> <p>Perception: Nature, Importance, Perception Process, Perceptual Errors, and Distortions.</p> <p>Attitudes and Values: Components, Sources, Measurement, Concept, Sources, and Types of Values.</p> <p style="text-align: center;">UNIT II</p>

Motivation: Meaning, Importance, Theories of Motivation (Maslow, Herzberg, Expectancy Theory), and Morale.

Interpersonal Behavior and Transactional Analysis: Meaning and Application in Organizational Settings.

Leadership: Definition, Importance, Leadership Styles, Models, and Theories of Leadership.

Conflict Management: Types and Causes of Conflict; Conflict Resolution Techniques.

Practical Work:

- a. **Case Study Analysis:** Analyze a real-world case related to leadership, motivation, or conflict management. Provide a concise report suggesting psychological solutions for improving organizational effectiveness.
- b. **Personality Assessment:** Administer a personality test (e.g., Big Five) to participants, analyze the results, and prepare a reflection report on how personality traits impact leadership and teamwork.
- c. **Transactional Analysis Role-Play:** Conduct role-play scenarios using **Transactional Analysis** to resolve workplace conflicts. Submit a brief report on the interactions and effectiveness of the method.
- d. **Perception Experiment:** Design and conduct an experiment on perceptual biases (e.g., stereotyping, halo effect). Write a short report analyzing the outcomes and implications for workplace behavior.
- e. **Motivational Strategies Report:** Research motivational techniques used by organizations. Analyze their effectiveness using theories like Maslow's or Herzberg's, and submit a concise report.

12 Suggested Readings

- Robbins, S.P., Judge, T.A., & Vohra, N.: *Organizational Behavior*, Pearson Education.
- Greenberg, J.: *Behavior in Organizations*, Pearson Education.
- Luthans, F.: *Organizational Behavior*, McGraw Hill.
- Pareek, U.: *Understanding Organizational Behavior*, Oxford University Press.

1 Course Title	MARKETING MANAGEMENT
2 Course Code	NBBA 302
3 Typology of Course	CORE SUBJECT
4 Course Duration / LTP (Lectures, Tutorials, Practical)	45 hours of lectures for Theory + 15 hours of tutorials (1 credit = 15 hours of theory learning based on 3 hrs./week) (1 credit = 30 hours of practical based on 2 hrs./week) (1 credit = 15 hours of tutorials based on 1 hr./week) (1 Semester = 15 weeks) 3-groups will be created for the purpose of Tutorials for each unit of B.Com
5 Credits	3+1 Credits (Theory + Tutorial)
6 Max. Marks and Time	100 Marks (80 Theory + 20 Internal Assessment) 4 X 5 + 4 X 15 = 80 Marks a. The exam of this course will be of 3 Hours per week* duration. b. There will be no objective-type questions. c. Caselets may be added.
7 Course Objectives	The objective of the course is to provide students with an understanding of fundamental marketing concepts and their application in real-world scenarios. Students will learn to apply strategies for market segmentation, targeting, and positioning, alongside managing product, pricing, promotion, and distribution decisions. This course also introduces marketing strategies for services using the 7Ps framework.
8 Course Outcomes	CO1: The students will understand the nature, scope, and importance of marketing, and its evolution. CO2: The students will be able to analyze and apply marketing strategies, including segmentation, targeting, and positioning. CO3: The students will gain knowledge of product decisions, pricing strategies, and the promotion mix. CO4: The students will be able to understand and apply marketing concepts for services and develop strategies based on the 7Ps framework.
9 Pedagogy of the	Classroom Lectures, Interactive Sessions, PPT, Tutorials, Group Discussions, Case Studies, and

Course Work	Practical Projects.
10 Instructions for Paper Setters and Candidates	<p>Note : The question paper of each subject covering the entire course shall be divided into three sections:</p> <p>Section A (20 marks) This section will have 6 short answer questions from the entire syllabus. Students are required to attempt 4 questions from this section. Each question will carry 5 marks; the total weightage being 20 marks.</p> <p>Section B (30 marks) This section will consist of essay type questions from Unit I of the syllabus. The candidate will be required to attempt two questions out of four questions. Each question will carry 15 marks; the total weightage being 30 marks.</p> <p>Section C (30 marks) This section will consist of essay type questions from Unit II of the syllabus. The candidate will be required to attempt two questions out of four questions. Each question will carry 15 marks; the total weightage being 30 marks.</p>
11 Course Content	<p style="text-align: center;">UNIT - I</p> <p>Introduction to Marketing: Meaning, Nature, and Scope of Marketing; Marketing Concepts and Philosophies (Production Concept, Product Concept, Selling Concept, Marketing Concept, Holistic Marketing Concept); Marketing Process.</p> <p>Marketing Mix: 4Ps of Marketing (Product, Price, Place, Promotion).</p> <p>Marketing Environment: Overview of the Marketing Environment; Key Environmental Factors (Demographic, Economic, Political, Legal, Socio-Cultural, Technological Environment) with a focus on the Indian Context.</p> <p>Portfolio Approach: The Boston Consulting Group (BCG) Matrix.</p> <p>Market Segmentation, Targeting, and Positioning (STP): Basis for Segmenting Consumer Markets; Targeting Strategies; Positioning Concepts.</p> <p>Consumer Buying Behaviour: Factors Influencing Consumer Behaviour; Buying Decision Process.</p> <p>Product Decisions: Concept of Product Life Cycle (PLC); PLC Marketing Strategies; Product Classification; Product Line and Product Mix Decisions; Branding Decisions; Packaging and Labelling Decisions.</p> <p style="text-align: center;">UNIT - II</p> <p>Pricing Decisions: Determinants of Price; Pricing Methods and Strategies.</p> <p>Promotion Decisions: Factors Determining the Promotion Mix; Promotional Tools (Advertising,</p>

Sales Promotion, Public Relations, Personal Selling).

Marketing Channel Decisions: Channel Functions; Channel Levels; Types of Intermediaries (Wholesalers and Retailers); Channel Management and Conflict Resolution; Physical Distribution.

Marketing of Services: Unique Characteristics of Services; Marketing Strategies for Service Firms; 7Ps of Services Marketing (Product, Price, Place, Promotion, People, Process, Physical Evidence).

Emerging Trends in Marketing: Concepts of Digital Marketing, Green Marketing, Customer Relationship Marketing (CRM), Direct Marketing, and Retail Marketing.

Practical Work:

- a. **Case Studies:**Analyze real-world marketing cases, focusing on product life cycles, segmentation, targeting, and positioning strategies.
- b. **Marketing Plan Development:** Develop a marketing plan for a product or service, covering aspects like product decisions, pricing strategies, promotional tools, and distribution channels.
- c. **Market Research:** Conduct a small-scale market research project involving consumer surveys or interviews to understand consumer behavior and buying motives.
- d. **Service Marketing Application:**Analyze the marketing strategies of a service-based company, applying the 7Ps of Services Marketing.
- e. **Digital Marketing Strategy:** Design a basic digital marketing plan, integrating social media, email marketing, and SEO strategies.

12 Suggested Readings

- Baines, P., Fill, C., Page, K.: Marketing, Oxford University Press. A detailed exploration of marketing concepts with real-world examples.
- Sengupta, S.: Brand Positioning: Strategies for Competitive Advantage, McGraw-Hill. A practical guide to branding and brand positioning strategies.
- Ries, A., Trout, J.: Positioning: The Battle for Your Mind, McGraw-Hill. A classic text on how companies can successfully position their brands in competitive markets.
- Zeithaml, V. A., Bitner, M. J., Gremler, D. D.: Services Marketing: Integrating Customer Focus Across the Firm, McGraw-Hill. A must-read for understanding the unique challenges and strategies involved in service marketing.
- Chaffey, D., Ellis-Chadwick, F.: Digital Marketing: Strategy, Implementation, and Practice,

Pearson. This book covers all aspects of digital marketing, including SEO, social media, and data analytics.

- Solomon, M. R.: Consumer Behavior: Buying, Having, and Being, Pearson. A comprehensive study on consumer behavior and its role in shaping marketing strategies.

1 CourseTitle	BUSINESS STATISTICS
2 CourseCode	NBBA 303
3 Typology of Course	CORE
4 CourseDuration/ LTP (Lectures, Tutorials, Practical)	45 hours of lectures for Theory + 15 hours of tutorials (1 credit = 15 hours of theory learning based on 3 hrs./week) (1 credit = 30 hours of practical based on 2 hrs./week) (1 credit = 15 hours of tutorials based on 1 hr./week) (1 Semester = 15 weeks) 3-groups will be created for the purpose of Tutorials for each unit of B.Com
5 Credits	4 Credits 3+1 Credits (Theory + Tutorial)
6 Max.MarksandTime	100 Marks (80 TH + 20 IA) 4 X 5 + 4 X 15 = 80 Marks a. The exam of this course will be of 3 Hours per week* duration. b. There will be no objective type questions. c. Use of non-programmable calculators by the students in the Examination Hall is allowed. The calculators will not be provided by the University/College to the examinees.
7 Course Objectives	The objective of this paper is to help the students in understanding statistical tools in business decisions.

<p>8 Course Outcomes</p>	<p>CO1. The students will be able to examine and understand the various descriptive properties of statistical data. CO2. The students will be able to understand Measures of Central Tendency and Dispersion. CO3. The students will be able to analyse the underlying relationships between the variables to use Correlation and Simple Regression Models. CO4. The students will be able to analyse the trends and tendencies over a period of time through Time Series Analysis. CO5. The students will be able to examine and apply Index Numbers to real life situations.</p>
<p>9 Pedagogy of the Course Work</p>	<p>Class Room Lectures, Interactive sessions, PPT, Tutorials and Group Discussions, Case Studies etc.</p>
<p>10 Instructions for paper setters and candidates</p>	<p>Note : The question paper of each subject covering the entire course shall be divided into three sections: Section A (20 marks) This section will have 6 short answer/numerical questions from the entire syllabus. Students are required to attempt 4 questions from this section. Each question will carry 5 marks; the total weightage being 20 marks. Section B (30 marks) This section will consist of essay type/numerical questions from Unit I of the syllabus. The candidate will be required to attempt two questions out of four questions. Each question will carry 15 marks; the total weightage being 30 marks. Section C (30 marks) This section will consist of essay type/numerical questions from Unit II of the syllabus. The candidate will be required to attempt two questions out of four questions. Each question will carry 15 marks; the total weightage being 30 marks.</p> <p>Important Note: In all numerical papers the paper setter is required to set numerical questions as follows: Section A: Four numerical questions out of six questions. Section B and C: At least two numerical questions out of four questions.</p>
<p>11 Course Content</p>	<p style="text-align: center;">UNIT- I</p> <p>Introduction to Statistics: Definition, Functions, Scope, Usage and Limitations of Statistics Statistical Data: Meaning and Types, Collection and Rounding of Data, Classification and Presentation of Data</p>

Measures of Central Tendency: Types of Averages- Arithmetic Mean (Simple and Weighted), Median and Mode, Harmonic and Geometric Mean.

Measures of Dispersion: Range, Quartile Deviation, Mean Deviation, Standard Deviation and Coefficient of Variation.

Correlation Analysis: Meaning, Types, Measurement of Simple Linear Correlation, Karl Persons Correlation Coefficient Method, Concurrent Deviation Method, Rank Correlation Method (Excluding multiple correlations).

UNIT II

Regression Analysis: Simple Linear Regression, Why there are two Regression Lines, Estimation of Coefficient (Intercept and Slope Parameters), Properties of Regression Coefficient, Difference between Correlation & Regression

Index Numbers: Meaning and Importance, Methods of Construction of Index Numbers: Weighted and Unweighted; Simple Aggregative Method, Simple Average of Price Relatives Method, Weighted Index Method: Laspeyres Method, Paasches Method and Fisher's Ideal Method including Time and Factor Reversal Tests, Consumer Price Index.

Time Series Analysis: Components, Estimation of Trends (Graphical Method, Semi Average Method, Moving Averages Method and Method of Least Squares), Seasonal Variation

Practical Work:

- Collection, Classification and Presentation of real-time data using Microsoft Excel
- Use of Microsoft Excel in Solving Simple Data Analysis

12 Suggested Readings

- Spiegel M. and Stephens L. Schaum's Outline of Statistics, McGraw Hill
- Gupta S. C. - Fundamentals of Statistics, Himalaya Publishing House Pvt. Ltd.
- Gupta S.P. - Statistical Methods, Sultan Chand & Sons
- Statistics - R.S.N. Pillai, Mrs. Bhagavathi
- Lind D. Basic Statistics for Business and Economics, McGraw Hill
- Sundaresan and Jayaseelan - An Introduction to Business Mathematics and Statistical Methods
- P.R. Vittal - Business Mathematics and Statistics
- Vohra, N.D., Quantitative Techniques in Management; Tata McGraw Hill, NewDelhi.

1 CourseTitle	GOODS & SERVICES TAX
2 CourseCode	NBBA 304
3 Typology of Course	CORE SUBJECT
4 CourseDuration / LTP(Lectures, Tutorials, Practical)	45 hours of lectures for Theory + 15 hours of tutorials (1 credit = 15 hours of theory learning based on 3 hrs./week) (1 credit = 30 hours of practical based on 2 hrs./week) (1 credit = 15 hours of tutorials based on 1 hr./week) (1 Semester = 15 weeks) 3-groups will be created for the purpose of Tutorials for each unit of B.Com
5 Credits	3+1 Credits (Theory + Tutorial)
6 Max.Marks and Time	100 Marks (80 TH + 20 IA) 4 X 5 + 4 X 15 = 80 Marks a. The exam of this course will be of 3 Hours per week* duration. b. There will be no objective type questions. c. Students are required to have the knowledge of the developments in the subject up to 6 months before the examination.
7 Course Objectives	The objective of this paper is to acquaint the students with the knowledge of various aspects of Goods and Service Tax Laws and application thereof.
8 Course Outcomes	CO1.The students will be able to understand the GST Framework and its Implementation. CO2. The students will be able to learn about Registration and Compliance Procedures under GST CO3. The students will be able to gain insights into Administration and Taxation Mechanisms. CO4. The students will be able to explore concepts related to Supply, Valuation, and filing of GST Returns.
9 Pedagogy of the Course Work	Class Room Lecture, Interactive sessions, PPT, Tutorials and Group Discussions, Case Studies etc.

10 Instructions for paper setters and candidates Note : The question paper of each subject covering the entire course shall be divided into three sections:
Section A (20 marks) This section will have 6 short answer/numerical questions from the entire syllabus. Students are required to attempt 4 questions from this section. Each question will carry 5 marks; the total weightage being 20 marks.
Section B (30 marks) This section will consist of essay type/numerical questions from Unit I of the syllabus. The candidate will be required to attempt two questions out of four questions. Each question will carry 15 marks; the total weightage being 30 marks.
Section C (30 marks) This section will consist of essay type/numerical questions from Unit II of the syllabus. The candidate will be required to attempt two questions out of four questions. Each question will carry 15 marks; the total weightage being 30 marks.

11 Course Content

Unit I

Tax structure in India: Direct and Indirect taxes
Overview of Goods and services tax: Implementation of GST, Reasons for GST introduction. Pros & Cons of GST
Registration: Registration procedure, Persons liable for Registration, Exemption from Registration.
Administration: Officers under GST- their appointment and powers.
Levy and collection of CGST/ SGST, Composition levy scheme, Input tax credit (Simple problems).
Time of supply, Tax invoice, Credit and Debit Notes.
Valuation under GST (basics)

Unit II

IGST Act, 2017: Definitions, Supplies in the course of inter-state trade or commerce, Supplies in the course of intra state trade or commerce,
Levy and collection of GST, Exemption from GST.
Place of supply under GST.
Returns under GST, Payment under GST, Refund of taxes, Offences and penalties
GST portal: GST Eco system, GST Suvidha provider

Practical Work: Students should be able to prepare tax invoices. File online: registration forms, refund claims, various prescribed returns etc. under the act.

12 Suggested Readings

- The Central Goods and Services Tax Act, 2017 of Ministry of Law and Justice (Legislative Department) published in The Gazette of India dated 12th April, 2017.
- Taxmann's GST Ready Reckoner Updated till 2024-25.
- Taxmann's GST Manual-Enforced w.e.f.1.7.2017.
- GST Ready Reckoner by CA Kesha R Garg, Bharat Law House, Delhi.
- Goods and Services Tax in India - Notifications by Government of India

SEMESTER IV

1 Course Title	COST ANALYSIS & DECISION MAKING
2 Course Code	NBBA 401
3 Typology of Course	CORE SUBJECT
4 Course Duration/ LTP (Lectures, Tutorials, Practical)	45 hours of lectures for Theory + 15 hours of tutorials (1 credit = 15 hours of theory learning based on 3 hrs./week) (1 credit = 30 hours of practical based on 2 hrs./week) (1 credit = 15 hours of tutorials based on 1 hr./week) (1 Semester = 15 weeks) 3-groups will be created for the purpose of Tutorials for each unit of B.Com
5 Credits	3+1 Credits (Theory + Tutorial)
6 Max.Marks and Time	100 Marks (80 TH + 20 IA) 4 X 5 + 4 X 15 = 80 Marks a. The exam of this course will be of 3 Hours per week* duration. b. There will be no objective type questions. c. Students are required to have the knowledge of the developments in the subject up