

ਬੀ ਬੀ ਏ [ਸਮੈਸਟਰ 1] ਪਾਠਕ੍ਰਮ -ਪੰਜਾਬੀ [ਪਾਠਕ੍ਰਮ ਕੋਡ -101-ਏ]	
ਪਾਠਕ੍ਰਮ ਰੂਪਰੇਖਾ	<p>ਇਸ ਪਾਠਕ੍ਰਮ ਦਾ ਉਦੇਸ਼ ਵਿਦਿਆਰਥੀਆਂ ਨੂੰ ਪੰਜਾਬੀ ਕਵਿਤਾ ਤੇ ਪੰਜਾਬੀ ਕਹਾਣੀ ਦੇ ਜ਼ਰੀਏ ਸਾਹਿਤ ਵੱਲ ਪ੍ਰੇਰਿਤ ਕਰਨਾ ਤੋਂ ਇਲਾਵਾ ਪੰਜਾਬੀ ਵਿਆਕਰਨ ਤੇ ਪੰਜਾਬੀ ਲਿਖਤ ਵਿੱਚ ਪਰਿਪੱਕ ਕਰਨਾ ਹੈ ਇਸ ਪਾਠਕ੍ਰਮ ਦੇ ਨਾਲ ਵਿਦਿਆਰਥੀ ਨੂੰ ਪੰਜਾਬ ਪ੍ਰਾਂਤ ਵਿੱਚ ਵਪਾਰ ਕਰਨ ਦੇ ਯੋਗ ਬਣਾਇਆ ਜਾਂਦਾ ਹੈ ਤੇ ਪੰਜਾਬੀ ਸਾਹਿਤ ਅੰਦਰ ਦਿਲਚਸਪੀ ਪੈਦਾ ਕੀਤੀ ਜਾਂਦੀ ਹੈ </p> <p>ਪਾਠਕ੍ਰਮ ਪਰਿਣਾਮ -ਵਿਦਿਆਰਥੀ ਅੰਦਰ ਪੰਜਾਬੀ ਕਵਿਤਾ ਲਈ ਦਿਲਚਸਪੀ ਪੈਦਾ ਕੀਤੀ ਜਾਂਦੀ ਹੈ </p>
ਪਾਠਕ੍ਰਮ ਪਰਿਣਾਮ	<ul style="list-style-type: none"> -ਵਿਦਿਆਰਥੀ ਅੰਦਰ ਪੰਜਾਬੀ ਕਵਿਤਾ ਲਈ ਦਿਲਚਸਪੀ ਪੈਦਾ ਕੀਤੀ ਜਾਂਦੀ ਹੈ -ਵਿਦਿਆਰਥੀ ਨੂੰ ਪੰਜਾਬੀ ਕਹਾਣੀ ਦੇ ਰੂ-ਬ-ਰੂ ਕਰਵਾਇਆ ਜਾਂਦਾ ਹੈ -ਲੇਖਕਾਂ ਦੀਆਂ ਜੀਵਨੀਆਂ ਤੋਂ ਵਿਦਿਆਰਥੀ ਨੂੰ ਸੋਧ ਦੇਣੀ -ਲੇਖ-ਰਚਨਾ ਦਾ ਗਿਆਨ ਦੇਣਾ -ਵਾਕ -ਸੁੱਧੀ ਦਾ ਗਿਆਨ ਦੇਣਾ -ਤਕਨੀਕੀ ਸ਼ਬਦਾਵਲੀ ਦੀ ਵਰਤੋਂ ਸਿਖਾਉਣੀ
ਵਿਦਿਆਰਥੀਆਂ ਦੁਆਰਾ ਸਿੱਖਿਅਕ ਪਰਿਣਾਮ	<p>ਪਾਠਕ੍ਰਮ ਗ੍ਰਹਿਣ ਕਰਨ ਤੋਂ ਬਾਅਦ ਵਿਦਿਆਰਥੀ ਅੰਦਰ ਸਾਹਿਤ ਪੜ੍ਹਨ ਦੀ ਰੁਚੀ ਪੈਦਾ ਹੁੰਦੀ ਹੈ </p> <ul style="list-style-type: none"> -ਵਿਦਿਆਰਥੀ ਅੰਦਰ ਸਮਾਜਿਕ ਚੇਤਨਾ ਪੈਦਾ ਹੁੰਦੀ ਹੈ ਪ੍ਰੀਖਿਆ ਵਿੱਚ ਵਿਦਿਆਰਥੀ ਹਰ ਪ੍ਰਸ਼ਨ ਹੱਲ ਕਰਨ ਦੇ ਯੋਗ ਹੁੰਦੇ ਹਨ -ਉਹਨਾਂ ਦੀ ਪੰਜਾਬੀ ਲਿਖਤ ਸੁੱਧ ਹੁੰਦੀ ਹੈ -ਪੰਜਾਬ ਸੂਬੇ ਵਿੱਚ ਕਾਰੋਬਾਰੀ ਯੋਗਤਾ ਦਾ ਵਿਕਾਸ ਹੁੰਦਾ ਹੈ -ਲੇਖਕਾਂ ਦੀਆਂ ਜੀਵਨੀਆਂ ਉਹਨਾਂ ਦੀ ਚੇਤਨਾ ਨੂੰ ਪਰਿਪੱਕਤਾ ਪ੍ਰਧਾਨ ਕਰਦੀਆਂ ਹਨ
ਪਾਠਕ੍ਰਮ /ਵਿਸ਼ਾਸੂਚੀ ਯੂਨੀਵਰਸਟੀ ਸਿਲੇਬਸ	<p>ਆਧੁਨਿਕ ਪੰਜਾਬੀ ਕਵੀਆਂ ਦੀਆਂ ਕਵਿਤਾਵਾਂ ਦਾ ਅਧਿਐਨ </p> <p>-ਆਧੁਨਿਕ ਪੰਜਾਬੀ ਕਹਾਣੀਕਾਰਾਂ ਦੀਆਂ ਕਹਾਣੀਆਂ ਦਾ ਅਧਿਐਨ </p>

	<p>-ਲੇਖਕਾਂ ਦੇ ਜੀਵਨ ਤੇ ਰਚਨਾਵਾਂ ਦਾ ਅਧਿਐਨ [ਭਾਈ ਵੀਰ ਸਿੰਘ ,ਪ੍ਰੋਫੈਸਰ ਮੋਹਨ ਸਿੰਘ ,ਅੰਮ੍ਰਿਤਾ ਪ੍ਰੀਤਮ ,ਕਰਤਾਰ ਸਿੰਘ ਦੁੱਗਲ ,ਸੰਤੋਖ ਸਿੰਘ ਧੀਰ ਤੇ ਕੁਲਵੰਤ ਸਿੰਘ ਵਿਰਕ]।</p> <p>-ਲੇਖ-ਰਚਨਾ</p> <p>-ਵਾਕ-ਸੁੱਧੀ</p> <p>-ਤਕਨੀਕੀ ਸ਼ਬਦਾਵਲੀ ।</p>
ਲੋੜੀਂਦੀਆਂ ਕਿਤਾਬਾਂ	<p>-ਨਵੇਂ ਦਿਸਹੱਦੇ-ਸੰਪਾਦਕ -ਡਾ. ਗੁਰਦੇਵ ਸਿੰਘ</p> <p>- ਕਥਾ ਪ੍ਰਵਾਹ -ਸੰਪਾਦਕ -ਸੁਰਿੰਦਰ ਕੁਮਾਰ ਦਾਵੇਸ਼ਵਰ</p> <p>-ਪੰਜਾਬੀ ਵਿਆਕਰਨ -ਡਾ. ਹਰਕੀਰਤ ਸਿੰਘ ਤੇ ਗਿਆਨੀ ਲਾਲ ਸਿੰਘ</p>
ਸੁਝਾਈਆਂ ਕਿਤਾਬਾਂ	<p>-ਪੰਜਾਬੀ ਵਿਆਕਰਨ -ਨਰਿੰਦਰ ਦੁੱਗਲ</p> <p>-ਅਖ਼ਬਾਰਾਂ ਤੇ ਇੰਟਰਨੈੱਟ ਸਰੋਤ</p>
ਪਾਠਕ੍ਰਮ ਅਧਿਆਪਨ ਦੇ ਢੰਗ -	<p>ਜਮਾਤੀ ਅਧਿਆਪਨ,ਲਿਖਤੀ ਅਭਿਆਸ ,ਇਮਤਿਹਾਨ ,ਟੈਸਟ ,ਸਮੂਹਿਕ ਚਰਚਾ।</p>
ਮੁਲਾਂਕਣ ਢੰਗ -	<p>ਆਂਤਰਿਕ ਮੁਲਾਂਕਣ -5 ਅੰਕ</p> <p>[ਜਮਾਤੀ ਟੈਸਟ ,ਮੱਧ ਸਮੇਸਟਰ ਟੈਸਟ ,ਜਮਾਤੀ ਵਿਵਹਾਰ ,ਕਾਰਗੁਜ਼ਾਰੀ ਤੇ ਹਜ਼ਾਰੀ 'ਤੇ ਅਧਾਰਿਤ]</p> <p>-ਬਾਹਰੀ ਮੁਲਾਂਕਣ -45 ਅੰਕ</p>

Course Title: HISTORY AND CULTURE OF PUNJAB	
Course Code: BBA 101B	
Course Outline	This Paper is designed to provide knowledge about the colonial rule in Punjab, changes in education system, various religious reforms and struggle for freedom.
Course Outcome	CO1: Students will be able to about the changes in education system. CO2: Students will learn to make assignments and will be able to analyse the situation of pre independence Punjab & post independent Punjab. CO3: It will develop analytical skill among them.
Student Learning Outcomes	1. Students come to understand about the Various activities of revolutionaries for the struggle of India. 2. Activities of Arya samaj, Singh sabha & ahmadiyas. 3. They analyse the various gurdwara reform movements. 4. Students understand about the social concerns in Post-independence Punjab.
Course Contents/Syllabus	As prescribed by the Panjab University; Introduction of Colonial rule in Punjab, Western Education, Agrarian Development, Early social religious reform, Development of press and literature, Emergence of political consciousness, Gurdwara reform movement, Struggle for freedom, Partition, Social concerns in post-independence Punjab Map.
Required Texts	History & culture of Punjab Dr. Kranti Kumar Gupta.
Suggested Texts, Readings, & Materials	<ol style="list-style-type: none"> 1. History & Culture of the Punjab, Part 1,(Joshi LM (ed) Burean (3rd ed) 2. History & Culture of the Punjab. (Joshi L.M & Singh (Fauja (ed.) 3. Glimpses of Ancient Punjab P.U Patiala 1983 (Prakash Buddha) 4. A. History of India Vol I, Penguin Books 1966 (Thapar Romila. 5. The Wonder that was India Rupa Books, Calcutta (18th rep) 1992 (Bashan A.L)
Pedagogy for Course Delivery	Interactive sessions - the course is covered by adopting a combination of lecture methods. Class presentation by group of students and self-study session.
Evaluation Criteria	The Course-level Assessment includes continuous internal assessment having weightage of 5%. Various mechanisms for continuous assessment criterion comprise of mid-semester tests, attendance, presentations and assignments.

Course Title : ORGANISATION BEHAVIOUR	
Course code : BBA 102	
Course Outline	The objective of the paper is to provide broad understanding of basic concepts and techniques related to the study of human behaviours in work-environment and to manage behavioural aspects of organisation.
Course Outcome	<ul style="list-style-type: none"> • To provide fundamental knowledge and comprehension of major concepts, theoretical perspectives, historical trends, and empirical findings to understand how psychological principles apply to behavioral problems. • To engage students in ethically and socially responsible behaviors for professional and personal settings. • To be able apply psychology-specific content and skills, effective self -reflection, project-management skills and teamwork skills.
Student Learning Outcomes	<ul style="list-style-type: none"> • Ability to identify psychological factors such as attitude, perception and behaviour which are unique to individuals working in organizations • Ability to understand and implement team building, motivational task groups through leadership skills. • Advanced take on as stress management, conflict resolution and decision making skills.
Course Contents/Syllabus	<p>As prescribed by Punjab University</p> <p>Introduction: The Concept of Behaviour in Organizations, Significance of Organisational Behaviour; Models; Emerging Trends: Globalisation, The Changing Workforce, Employment Relationship; Informational Technology and Organisational Behaviour. Individual Behaviour and Interpersonal Behaviour: The Factors Affecting Individual Behaviour, Models of Individual Behaviour, Transactional Analysis in Interpersonal Behaviour. Perception: Perceptual Process; Error in Perception; Improving Perception. Personality in Organisation: Determinants of Personality; Theories of Personality-Myers-Briggs Types- Indicator (MBTI). Workforce Emotions, Attitude and Organisational Commitment: Types of Emotions; Managing Emotions; The Five Dimensions of Emotional Intelligence; Components of Attitude; Cognitive Dissonance Theory of Attitude; Building Organisational Commitment.</p> <p>Motivation: Foundations of Employees Motivation; Content Theories of Motivation –Maslow, Herzberg , Mc Gregor and Mc Clenland. Work Team and Conflict: Stages of Team Development; Team Norms. Team Cohesiveness; Social Loafing, Conflict: Types; Sources of Conflict; Resolving conflict. Leadership: Concept of Transformational, Transactional and Charismatic Leadership; Behavioural Theory of Leadership; Managerial Grid Style; Gender Issues in Leadership.</p>

	Organisational Culture and Stress: Components of Culture; Strategies to Merge Different Culture; Strengthening Organisational Culture. Stress-Causes of Stress; Consequences; Stress Management Strategies. Organisational Change: Forces for Change; Resistance to Change; Overcoming Resistance to Change.
Required Texts	<ul style="list-style-type: none"> • Robbins, Stephens P., Organisational Behavior
Suggested Texts, Readings, & Material	<ol style="list-style-type: none"> 1. French, W and C. Bell, Organizational Development 2. Davis, Keith, Human Behaviour at Work: Organizational Behavior 3. Luthans, Fred, Organizational Behaviour 4. Harold Weihrich, Koontz, Essentials of Management 5. Robbins, Stephens P., Organizational Behavior Concepts, controversies and Applications.
Pedagogy for Course Delivery	Interactive sessions, tutorials, class presentations, case studies, research projects, self-study sessions
Evaluation Criteria	The course level assessment includes continuous internal assessment having weightage of 20%. Various mechanisms for continuous assessment criterion comprise of mid semester tests, attendance, presentations and assignments.

Course Title: Fundamentals of Information Technology	
Course Code: BBA 103	
Course Outline	One can't imagine any economy without support of IT. There is now hardly any activity which is done without support of IT. The basic objective of this paper is to provide fundamental knowledge about IT so that student can better perform in any area of operation and can even do excel in the field of commerce with IT specialization. Main focus is on given on practical implementation along with theoretical aspects.
Course Outcome	<p>CO1: To understand the fundamental concepts of computer/information technology and its usage in the various field of business</p> <p>CO2: To enable the practical skill of basic computer operations</p> <p>CO3: To make the students able to understand the functionality of word processor, spreadsheet package</p> <p>CO4: To enable the student to develop business presentation using PowerPoint</p> <p>CO5: To understand the latest trends and technology of I.T. Like internet, E-commerce and E-Business infrastructure etc.</p>
Student Learning Outcomes	<ol style="list-style-type: none"> 1. Student can identify the basic parts of computer and able to decide what type of computer should be used to fulfill the business needs. 2. Able to operate the computer and perform basic functions on computer using operating system and preinstalled Apps. 3. Can write resume, business letter electronically and also can create basic ads or posters etc. 4. Able to manage basic business data, perform calculation on data and graphically represent information electronically 5. Able to create attractive business presentation to promote business 6. Able to manage business activities with the help of internet and EDI, VoIP etc. 7. Able to define how E-Business can be established
Course Contents/Syllabus	<p>Computer Fundamentals: Identifying Types of Computers, Introduction to the Concept of Bit, Byte, Word, Microprocessor, Chips, ROM, RAM, Buses, Ports, Hardware, Software, Operating Systems, System Softwares, Application Softwares, Various Input and Output Devices, Primary and Secondary Memory, Introduction to Windows.</p> <p>Word Basics: Opening Programs from Start Button Opening Existing Documents, Editing a Document, Creating a New Document, Undo , Highlighting Shortcuts, Entering and Formatting Text, Bold, Italic, Underline, Center, Right and Left Aligned, Change</p>

	<p>Font and Size , Save and Save As, Print Preview and Printing, Find and Replace, Page Numbers , Headers and Footers, Changing Margins, Using Preset Tabs, Showing Hidden Characters, Checking Spelling, Finding Help, Typing a Business Letter, Formatting the Paragraphs, Double-Spacing and Single Spacing, Moving and Copying Text, Creating a Poster, Using Word Art, Drawing Tools, Clip Art, Copying a Picture from a File.</p> <p>Excel Basics: What is a Spreadsheet and why would I use One? Create a Simple Spreadsheet, Common, Definitions: Rows, Columns, and Cell, formatting a Cell, Demonstration of Advanced Features (by Instructor), Charts, Graphs, Formulas, Sort, Find, and Filter. Basics of Microsoft Power Point.</p> <p>Internet Basics: What’s so great about the Internet? Basic Navigating inside and between Web Pages, Copying Text and Graphics from the Web, Bookmarks, Search Engines and how to perform Searches, how to Evaluate Websites? Introduction to E- Commerce: Meaning and Concept – E- Commerce v/s Traditional Commerce- E- Business & E- Commerce – History of E- Commerce – EDI – Importance, Features & Benefits of E- Commerce – Impacts, Challenges & Limitations of E-Commerce.</p> <p>E- Business Infrastructure – The Internet – Intranets and Extranets – World Wide Web – Voice Over IP (VoIP) – The Internet Standards – The HTTP Protocol – Audio and Video Standards – Managing E- Business Infrastructure – Web Services and Service-Oriented Architecture – (SOA) – New Access Devices – Future of the Internet Infrastructure</p>
Required Texts	<ul style="list-style-type: none"> • Fundamentals of I.T., Puneet Kumar and Sushil Bhardwaj, Kalyani Publishers New Delhi • Introduction to E-Commerce, Rayport, Jeffrey F and Jaworksi, Bernard J, Tata McGraw Hill, New Delhi.
Suggested Texts, Readings, & Materials	<ul style="list-style-type: none"> • Fundamentals of I.T., Leon Mathews Leon Press Chennai • Business Data Communications, Stamper David A, and Thomas L. Case, Pearson Education, New Delhi. • E-Business with Net Commerce, Smantha Shurety, Addison - Wesley, Singapore
Pedagogy for Course Delivery	Interactive theory and practical sessions, Case studies, Practical assignment and projects, Seminars, class presentation by groups of students, self-study sessions.
Evaluation Criteria	The Course-level Assessment includes continuous internal assessment having weightage of 20%. Various mechanisms for continuous

	assessment criterion comprise of mid-semester tests, attendance, presentations and assignments. Final evaluation by Panjab University by conducting External Examination having weightage of 80%.
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Course Title : MANAGEMENT CONCEPTS AND PRACTICES	
Course code : BBA 104	
Course Outline	Principles and practices of management is an introductory course that helps the students acquire the knowledge of management process.
Course Outcome	CO1:The objective of the paper is to help the students understand the process of business management.
Student Learning Outcomes	<ul style="list-style-type: none"> • On completion of this course, the students will be able to: Understand the concepts related to Management. • Acquire knowledge related to various management principles and practices. • Identify the roles, skills and functions of management. • Analyze effective application of knowledge to diagnose and solve organizational problems and develop optimal managerial decisions.
Course content/Syllabus	<p>As prescribed by Panjab University</p> <p>UNIT I</p> <p>Introduction: Concept of Management, Process, Principles, Levels, Functions and Significance of Management, Management Vs. Administration, Role of Managers. Evolution of Management Thought: Classical, Neo-Classical Theory, Behavioural Sciences, Approach, Quantitative, Systems and Contingency Approach, Modern Management Thought (Likert, Drucker, Porter, Prahalad). Planning: Concept, Process and Significance, Types, Relationship between Planning and Controlling. Decision Making; Concept, Types and Process, Effective Decision, Rationality in Decision Making, MBO. Organization: Concept, Process and Significance, Principles, Organization Design and Classical Theory, Departmentation, Bases, Span of Control (Classical Theory and Situational Approach), Delegation of Authority, Principles, Centralization and Decentralization, Line and Staff Organization.</p> <p>Unit II</p> <p>Staffing: Concept, Manpower Planning, Recruitment; Concept and Sources Selection; Concept, Selection Process and Tests, Placement and Induction. Direction and Motivation: Concept, Principles, Effective Supervision, Techniques. Motivation: Content Theories of Motivation, Current Issues in Motivation. Leadership: Concept, Difference between Leadership & Management, Theories of Leadership (Trait Theory, Behavioural</p>

	Theory, Managerial Grid), Contemporary Issues in Leadership (Transformational, Transaction, Charismatic and Visionary Leadership). Coordination: Concepts, Importance, Internal External Coordination. Control: Concept, Steps, Types of Controlling, Techniques of Controlling. -Management in Perspective (A Brief Overview) Management of Strategic Change, Knowledge Management, Learning Organization, Managing Diversity.
Required Text	R.K.Sharma, Shashi -K. Gupta, 'Management Concepts and Practices'
Suggested Text, readings and Materials	<ol style="list-style-type: none"> 1. Peter F. Drucker, 'The Practice of Management' 2. Wehrich and Koontz, 'Essentials of Management' 3. Stephen P Robbins, David A DeCenzo, 'Fundamentals of Management, Essential Concepts and Applications' 4. S.P. Robbins & Mary Coulter 'Management' 5. L.M.Prasad 'Principles and Practices of Management'
Pedagogy for Course Delivery	Lectures, discussions, case studies and quiz
Evaluation Criteria	20% marks will be internal assessment based on the Mid-Semester Test, Academic Activity (Seminar, Project & Assignments) and Attendance . 80% marks will be external assessment based on performance in examinations conducted by Panjab University.

Course Title: FINANCIAL ACCOUNTING	
Course Code: BBA 105	
Course Outline	The primary objective of the paper is to familiarize the students with the basic accounting principles and techniques of preparing and presenting the accounts for user of accounting information
Course Outcome	CO1: To understand the concepts of principles of accounting. CO2: To enable student to understand how to prepare basic books of accounts and financial statements. CO3: To explain Accounting Concepts and Conventions. CO4: To create awareness regarding rules given by SEBI for issue of shares.
Student Learning outcome	1. To explain meaning ,objectives and nature of accounting 2.To understand Bank reconciliation statement ,Depreciation concepts. 3. Accounting for Issue and Forfeiture of Shares, Reissue of Shares, Employee Stock Option Plan, Right Issue and Bonus Share 4. To understand the methods of redemption of debenture. 5. To present accounting information to users in systematic form.
Course Content/Syllabus	As prescribed by the Panjab University; Meaning and Uses of Accounting Information: Objectives and Nature of Accounting, Definition and Functions of Accounting, Book Keeping and Accounting, Interrelationship of Accounting with other Disciplines, Branches of Accounting, Limitations of Accounting, Accounting Equation. Accounting Principles, Accounting Concepts and Conventions, Accounting cycle, Journals, Ledger, and Trial Balance. Cash Book and Bank Reconciliation Statement. Depreciation Provisions and Reserves: Methods, Types and Accounting. Final Accounts: Trading, Profit and Loss Account and Balance Sheet of a Sole Proprietary Concern. Accounting for Issue and Forfeiture of Shares, Reissue of Shares, Employee Stock Option Plan, Right Issue and Bonus Share. Accounting for Issue and Redemption of Debenture. Final Accounts of Companies. Practical Work: Computer Software Programs for Accounting and Preparation of Financial Statements.
Required Suggested Readings and Materials	Text, Texts and 1. Anthony, R.N., and J.S. Reece, “Accounting Principles”, Richard D. Irwin, Inc. 2. Monga, J.R., “Financial Accounting: Concepts and Applications”, Mayoor Paper Backs, New Delhi. 3. Shukla, M.C., T.S. Grewal and S.C.Gupta, “Advanced Accounts”, Vol-I, S. Chand & Co., New Delhi. 4. Gupta, R.L. and M. Radhaswamy, “Advanced Accountancy”, Vol-I, Sultan Chand & Sons, New Delhi.

	<p>5. Maheshwari, S.N. and. S. K. Maheshwari, “Financial Accounting”, Vikas Publishing House, New Delhi.</p> <p>6. Sehgal, Ashok, and Deepak Sehgal, “Advanced Accounting”, Part -I, Taxmann Applied Services, New Delhi.</p> <p>7. Tulsian, P.C., “Advanced Accounting”, Tata Mc Graw Hill, New Delhi.</p>
Pedagogy for Course delivery	Tutorials, Interactive Sessions, Presentation method, Practical Work: Computer Software Programs for Accounting and Preparation of Financial Statements, class presentations and self-study approach.
Evaluation Criteria	The course level assessment includes continuous internal assessment having weightage of 20%. Various mechanisms include mid semester tests, presentations and assignments and attendance contributing to internals assessment criterion.

Course Title: Essentials of Business Economics-I	
Course Code: BBA 106	
Course Outline	The course aims to study the basic concepts of micro and macroeconomics relevant for Business decision making and helping them to understand the application of economic principles in business management.
Course Outcome	CO1: To study the law of demand and supply and factors affecting demand and supply CO2: To study different types of elasticity of demand CO3: To study equilibrium price and output under different market forms
Student Learning Outcomes	<ol style="list-style-type: none"> 1. Analyse different factors affecting demand and supply 2. Study how to determine equilibrium output and price under different market forms 3. Study different types of elasticities and methods to calculate them 4. Macroeconomics vs Microeconomics 5. To study the concepts of costs, production and revenue and their role
Course Content/ Syllabus	<p>As prescribed by Panjab University</p> <p>Micro vs. Macro Economics Fundamental Concepts used in Business Decision Making: Opportunity Cost, Marginal Principle, Incremental Principle Contribution Analysis, Equi Marginal Principle. Theory of Demand, Law of Demand, Movement Along vs. Shift in Demand Curve. Concept of Elasticity of Demand, Types of Elasticity of Demand (Price income and Cross), Factors Affecting Elasticity of Demand. Measurement of Elasticity of Demand Demand Forecasting: Need, Objectives and Methods. Supply: Determinants, Law of Supply and Elasticity of Supply. Theory of Production: Meaning and Concept of Production, Factors of Production and Production Function with One Variable Inputs, Production Function and Technological Progress. Law of Variable Proportions, Returns to a Scale</p> <p>Concepts of Cost and Revenue Types of Cost, Cost Function, Short run and Long run Cost Curves, Economies and Diseconomies of Scale. Concept of Total, Average and Marginal Revenue, Relationship between AR and MR and through Elasticity of Demand. Market Conditions: Perfect Competition: Features, Equilibrium of Firm, Equilibrium of Industry, Role of Time Element in Price Determination. Monopoly: Features, Equilibrium of Firm/Industry, Price Discrimination and its Types, Peak load Pricing, Regulation of Monopoly. Monopolistic Combination: Features, Price-Output Policy of the Firm, Selling Cost: Meaning, Effects, Equilibrium of Firm with respect to Selling Cost.</p>
Required Text	Business Economics, T.R. Jain, O.P. Khanna (VK Publication)
Suggested readings and materials	<ol style="list-style-type: none"> 1. Dwivedi, D.N. Managerial Economics, 7th Edition, Vikas Publishing House. 2. Salvatore, D. Managerial Economics in a Global Economy, 6th Edition, Oxford University Press.

	<p>3. Peterson, L. and Jain Managerial Eco., 4th Edition, Pearson Education.</p> <p>4. HL Ahuja, Microeconomics</p>
Pedagogy for Course Delivery	Tutorials, interactive sessions, lectures, videos- the course is covered by adopting a combination of lecture, class presentation by students, self study sessions etc.
Evaluation Criteria	The course level assessment includes continuous internal assessment having internal weightage of 20%. Various mechanisms for continuous assessment criteria comprise of mid semester tests, attendance, presentations and assignments

ਬੀ ਬੀ ਏ ਸਮੇਸਟਰ -2 ਪਾਠਕ੍ਰਮ -ਪੰਜਾਬੀ ਪਾਠਕ੍ਰਮ ਕੋਡ -121-ਏ 	
ਪਾਠਕ੍ਰਮ ਰੂਪਰੇਖਾ	<p>ਇਸ ਪਾਠਕ੍ਰਮ ਦਾ ਉਦੇਸ਼ ਵਿਦਿਆਰਥੀਆਂ ਨੂੰ ਪੰਜਾਬੀ ਕਵਿਤਾ ਤੇ ਪੰਜਾਬੀ ਕਹਾਣੀ ਦੇ ਜ਼ਰੀਏ ਸਾਹਿਤ ਵੱਲ ਪ੍ਰੇਰਿਤ ਕਰਨਾ ਤੇ ਇਲਾਵਾ ਪੰਜਾਬੀ ਵਿਆਕਰਨ ਤੇ ਪੰਜਾਬੀ ਲਿਖਤ ਵਿੱਚ ਪਰਿਪੱਕ ਕਰਨਾ ਹੈ ਇਸ ਪਾਠਕ੍ਰਮ ਦੇ ਨਾਲ ਵਿਦਿਆਰਥੀ ਨੂੰ ਪੰਜਾਬ ਪ੍ਰਾਂਤ ਵਿੱਚ ਵਪਾਰ ਕਰਨ ਦੇ ਯੋਗ ਬਣਾਇਆ ਜਾਂਦਾ ਹੈ ਤੇ ਪੰਜਾਬੀ ਸਾਹਿਤ ਅੰਦਰ ਦਿਲਚਸਪੀ ਪੈਦਾ ਕੀਤੀ ਜਾਂਦੀ ਹੈ </p> <p>ਪਾਠਕ੍ਰਮ ਪਰਿਣਾਮ - ਵਿਦਿਆਰਥੀ ਅੰਦਰ ਪੰਜਾਬੀ ਕਵਿਤਾ ਲਈ ਦਿਲਚਸਪੀ ਪੈਦਾ ਕੀਤੀ ਜਾਂਦੀ ਹੈ </p>
ਪਾਠਕ੍ਰਮ ਪਰਿਣਾਮ	<ul style="list-style-type: none"> - ਵਿਦਿਆਰਥੀਆਂ ਅੰਦਰ ਪੰਜਾਬੀ ਕਵਿਤਾ ਲਈ ਦਿਲਚਸਪੀ ਪੈਦਾ ਕੀਤੀ ਜਾਂਦੀ ਹੈ - ਵਿਦਿਆਰਥੀਆਂ ਨੂੰ ਪੰਜਾਬੀ ਕਹਾਣੀ ਦੇ ਰੂ -ਬ-ਰੂ ਕਰਵਾਇਆ ਜਾਂਦਾ ਹੈ - ਲੇਖਕਾਂ ਦੀਆਂ ਜੀਵਨੀਆਂ ਦੇ ਜ਼ਰੀਏ ਉਹਨਾਂ ਅੰਦਰ ਸਾਹਿਤ ਚੇਤਨਾ ਪੈਦਾ ਕੀਤੀ ਜਾਂਦੀ ਹੈ - ਕਾਰੋਬਾਰੀ ਇਸਤਿਹਾਰਾਂ ਤੇ ਕਾਲਜ ਨਾਲ ਸੰਬੰਧਿਤ ਪ੍ਰੈਸ -ਨੋਟ ਲਿਖਣ ਦਾ ਗਿਆਨ ਦੇਣਾ - ਪੰਜਾਬੀ ਵਿਸ਼ਰਾਮ ਚਿਨ੍ਹਾਂ ਦਾ ਗਿਆਨ ਦੇਣਾ - ਤਕਨੀਕੀ ਸ਼ਬਦਾਵਲੀ ਦੀ ਵਰਤੋਂ ਸਿਖਾਉਣੀ
ਵਿਦਿਆਰਥੀਆਂ ਦੁਆਰਾ ਸਿੱਖਿਅਕ ਪਰਿਣਾਮ	<p>ਪਾਠਕ੍ਰਮ ਗ੍ਰਹਿਣ ਕਰਨ ਤੋਂ ਬਾਦ ਵਿਦਿਆਰਥੀ ਅੰਦਰ ਪੰਜਾਬੀ ਸਾਹਿਤ ਨੂੰ ਪੜ੍ਹਨ ਦੀ ਚੇਟਕ ਲੱਗਦੀ ਹੈ </p> <ul style="list-style-type: none"> - ਉਹ ਆਪਣੇ ਟੀਚੇ ਨੂੰ ਪ੍ਰਾਪਤ ਕਰਨ ਲਈ ਅਗਰਸਰ ਹੁੰਦੇ ਹਨ - ਲਿਖਤ ਸ਼ੁੱਧ ਹੁੰਦੀ ਹੈ - ਕਾਰੋਬਾਰੀ ਯੋਗਤਾ ਵੱਧਦੀ ਹੈ - ਲੇਖਕਾਂ ਦੀਆਂ ਜੀਵਨੀਆਂ ਤੋਂ ਉਹਨਾਂ ਦੀ ਚੇਤਨਾ ਵਿੱਚ ਪਰਿਪੱਕਵਤਾ ਆਉਂਦੀ ਹੈ
ਪਾਠਕ੍ਰਮ / ਵਿਸ਼ਾਸੂਚੀ ਯੂਨੀਵਰਸਟੀ ਸਿਲੇਬਸ	<ul style="list-style-type: none"> - ਆਧੁਨਿਕ ਪੰਜਾਬੀ ਦੀਆਂ ਕਵਿਤਾਵਾਂ ਦਾ ਅਧਿਐਨ - ਆਧੁਨਿਕ ਕਹਾਣੀਕਾਰਾਂ ਦੀਆਂ ਕਹਾਣੀਆਂ ਦਾ ਅਧਿਐਨ - ਲੇਖਕਾਂ ਦਾ ਜੀਵਨ ਤੇ ਰਚਨਾਵਾਂ ਦਾ ਅਧਿ

	<p>[ਬਾਵਾ ਬਲਵੰਤ ,ਸ਼ਿਵ ਕੁਮਾਰ ਬਟਾਲਵੀ ,ਸੁਰਜੀਤ ਪਾਤਰ ,ਗੁਰਦਿਆਲ ਸਿੰਘ ,ਰਘੂਬੀਰ ਢੰਡ ਤੇ ਗੁਰਬਚਨ ਸਿੰਘ ਭੁੱਲਰ]</p> <p>-ਕਾਰੋਬਾਰੀ ਇਸ਼ਤਿਹਾਰ ਤੇ ਪ੍ਰੈਸ ਨੋਟ</p> <p>-ਤਕਨੀਕੀ ਸ਼ਬਦਾਵਲੀ </p>
ਲੋੜੀਂਦੀਆਂ ਕਿਤਾਬਾਂ	<p>-ਨਵੇਂ ਦਿਸਹੱਦੇ-ਸੰਪਾਦਕ -ਡਾ. ਗੁਰਦੇਵ ਸਿੰਘ</p> <p>- ਕਥਾ ਪ੍ਰਵਾਹ -ਸੰਪਾਦਕ -ਸੁਰਿੰਦਰ ਕੁਮਾਰ ਦਾਵੇਸ਼ਵਰ</p> <p>-ਪੰਜਾਬੀ ਵਿਆਕਰਨ -ਡਾ. ਹਰਕੀਰਤ ਸਿੰਘ ਤੇ ਗਿਆਨੀ ਲਾਲ ਸਿੰਘ</p>
ਸੁਝਾਈਆਂ ਕਿਤਾਬਾਂ	<p>-ਪੰਜਾਬੀ ਵਿਆਕਰਨ -ਨਰਿੰਦਰ ਦੁੱਗਲ</p> <p>-ਅਖ਼ਬਾਰਾਂ ਤੇ ਇੰਟਰਨੈੱਟ ਸਰੋਤ</p>
ਪਾਠਕ੍ਰਮ ਅਧਿਆਪਨ ਦੇ ਢੰਗ -	<p>ਜਮਾਤੀ ਅਧਿਆਪਨ,ਲਿਖਤੀ ਅਭਿਆਸ ,ਇਮਤਿਹਾਨ ,ਟੈਸਟ ,ਸਮੂਹਿਕ ਚਰਚਾ </p>
ਮੁਲਾਂਕਣ ਢੰਗ -	<p>ਆਂਤਰਿਕ ਮੁਲਾਂਕਣ -5 ਅੰਕ</p> <p>[ਜਮਾਤੀ ਟੈਸਟ ,ਮੱਧ ਸਮੈਸਟਰ ਟੈਸਟ ,ਜਮਾਤੀ ਵਿਵਹਾਰ ,ਕਾਰਗੁਜ਼ਾਰੀ ਤੇ ਹਜ਼ਾਰੀ 'ਤੇ ਅਧਾਰਿਤ]</p> <p>-ਬਾਹਰੀ ਮੁਲਾਂਕਣ -45 ਅੰਕ</p>

Course Title: HISTORY AND CULTURE OF PUNJAB	
Course Code: BBA 121B	
Course Outline	This Paper is designed to provide knowledge about important development in our civilization and Sikh history till the institution of Khalsa and changes in Society in 18 th Century under Maharaja Ranjit Singh.
Course Outcome	CO1: Students will be able to acquire general knowledge and subject expertise. CO2: Students will learn to make assignments and will be able to analyse the relation of past with the present situation. CO3: It will develop analytical skill among them.
Student Learning Outcomes	1. Students come to understand about the Vedic ages. 2. Explain the Character and life sketches of guru's. 3. Growth of Buddhism & Jainism in Punjab. 4. Analyse the society and culture of people under Mouryans gupta's and Maharaja Ranjit Singh.
Course Contents/Syllabus	As prescribed by the Panjab University; Harappan Civilization, Life in Vedic Age, Growth of Buddhism and Jainism in Punjab, Society and Culture under Mauryans, Society and culture under Guptas, Culture Reorientation, Evolution of Sikhism, Transformation of Sikhism, Institution of Khalsa, Changes in Society in 18 th Century, Society and culture of the people under Maharaja Ranjit Singh, Major Historical places of Punjab.
Required Texts	<ul style="list-style-type: none"> • History & Culture of the Punjab, Part 1, (Joshi LM (ed) Burean (3rd ed)
Suggested Texts, Readings, & Materials	<ol style="list-style-type: none"> 1. History & Culture of the Punjab, Part 1, (Joshi LM (ed) Burean (3rd ed) 2. History & Culture of the Punjab. (Joshi L.M & Singh (Fauja (ed.) 3. Glimpses of Ancient Punjab P.U Patiala 1983 (Prakash Buddha) 4. A. History of India Vol I, Penguin Books 1966 (Thapar Romila. 5. The Wonder that was India Rupa Books, Calcutta (18th rep) 1992 (Bashan A.L)
Pedagogy for Course Delivery	Interactive sessions - the course is covered by adopting a combination of lecture methods. Class presentation by group of students and self-study session.
Evaluation Criteria	The Course-level Assessment includes continuous internal assessment having weightage of 5%. Various mechanisms for continuous assessment criterion comprise of mid-semester tests, attendance, presentations and assignments.

COURSE TITLE: BUSINESS STATISTICS	
Course Code: BBA 122	
Course Outline	This is an introductory course in statistics. Students are introduced to the fundamental concepts involved in using sample data to make inferences about populations. Included are the study of measures of central tendency and dispersion, finite probability, probability distributions, linear regression and correlation
Course Outcome	CO1: To engage students in sound mathematical thinking and reasoning. This should include students finding patterns, generalizing, and asking/answering relevant questions. CO2: To provide a setting that prepares students to read and learn mathematics on their own. CO3: To explore multiple representations of topics including graphical, symbolic, numerical, oral, and written. CO4: To analyze the structure of real-world problems and plan solution strategies. Solve the problems using appropriate tools.
Student Learning Outcome	1. Develop a mathematical vocabulary by expressing mathematical ideas orally and in writing. 2. Enhance and reinforce the student's understanding of concepts through the use of technology when appropriate. 3. Demonstrate an understanding of the different types of distributions. 4. Organize and display data by means of various tables, charts, and graphs. 5. Define and use the basic terminology of statistics
Course contents/ Syllabus	As per prescribed by Panjab University Statistics-Definition, Functions, Scope, Usage and Limitations of Statistics 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, Rank Correlation Method (Excluding multiple correlations). Regression Analysis: Simple Linear Regression, Why there are two Regression Lines, Estimation of Coefficient (Intercept and Slope Parameters). Properties of Regression Coefficient.

	<p>Probability Theory: Addition & Multiplication Theorems, Probability Distribution: Binomial, Poisson and Normal.</p> <p>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.</p> <p>Time Series Analysis: Components, Estimation of Trends (Graphical Method, Semi Average Method, Moving Averages Method and Method of Least Squares), Seasonal Variation.</p>
Required Text	Business Statistics by S.C Aggarwal and Vinod Kumar, Kalyani Publishers
Suggested Texts, Readings, & Materials	<ul style="list-style-type: none"> ○ Statistical Method S.P. Gupta ○ Business Mathematics and Statistics S.L. Aggarwal, Vinod Kumar, Kalyani Publications ○ Business Mathematics and Statistics Dr. S.R. Arora, Dr. Kavita Gupta (Taxmann Publications) ○ Statistics for Management Richard Levin, David Rubin ○ Business Mathematics and Statistics T.R. Jain, S.C. Aggarwal (V.K. Publications) ○ Statistical Method S.C. Gupta
Pedagogy for Course Delivery	<ol style="list-style-type: none"> 1. Interactive sessions 2. Classroom discussions 3 Assignments and classroom presentations
Evaluation Criteria	The course level assessment includes continuous internal assessment having weightage of 20 percent. Various mechanisms for continuous criterion comprise mid-semester tests, attendance, presentations and assignments.

Course Title: Essentials of Business Economics II	
Course Code: BBA 123	
Course outline	The course aims at providing the knowledge of basic concepts of the macroeconomics and modern tools of macroeconomics analysis are discussed at length.
Course Outcome	CO1: To provide the students comprehensive knowledge about national income, multiplier, inflation etc CO2: To make the students understand different macroeconomic policies that are implemented during inflation and deflation CO3: To provide analysis of macroeconomics from the view point of different theorists
Student Learning Outcomes	<ol style="list-style-type: none"> 1. Analyse the macroeconomic environment 2. Understand what policies are used in different economic cycles 3. Understand the concepts of inflation, multiplier, investment, demand and supply, employment and its impact on an economy 4. Determination of equilibrium level of income, output and employment
Course Content/ Syllabus	As prescribed by Panjab university Nature and Scope of Macro Economics, Limitations of Macro Economics National Income: Concepts, Methods of National Income, Measurement and Problems involved in National Income Measurement. Say's Law of Market: Meaning, Implications, Classical Theory of Income Output and Employment: Keynesian Theory of Employment, Aggregate Demand and Aggregate Supply function. Consumption Function: Meaning, Factors influencing Consumption Function, Average and Marginal Propensities to Consume, Propensity to Save, Psychological Law of Consumption and its Importance. Marginal Efficiency of Capital: Meaning, Determinants, Theory of Secular Stagnation. Investment: Meaning, Types, Factors Affecting Investment, Importance of Investment. Multiplier: Meaning, Keynesian Income or Investment Multiplier, Leakages, Uses, Limitations of Multiplier. Government Policies: Monetary Policy and Fiscal Policy. Inflation: Meaning, Types, Causes, Effects, Measures to control it.
Required Text	Business Economics, T.R. Jain, O.P. Khanna (VK Publication)
Suggested text, readings and materials	<ol style="list-style-type: none"> 1. Shapiro. E Macroeconomic analysis Galotia publications, New Delhi. 2. Eugene Diulio Macroeconomics, 4th Edition, Tata McGraw Hills, Publishing Col. Ltd, New Delhi. 3. Khan, MY Indian Financial Systems, Tata McGraw Hill, New Delhi. 4. HL Ahuja, Macroeconomics
Pedagogy for Course Delivery	Tutorials, interactive sessions, lectures, videos- the course is covered by adopting a combination of lecture, class presentation by students, self study sessions etc.
Evaluation Criteria	The course level assessment includes continuous internal assessment having internal weightage of 20%. Various mechanisms for continuous assessment

	criteria comprise of mid semester tests, attendance, presentations and assignments
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Course Title: LEGAL ASPECTS OF BUSINESS	
Course Code: BBA 124	
Course Outline	The objective of this paper is to impart basic knowledge of the important business laws.
Course Outcome	CO1: To make students understand the relevance of business laws in their routine lives and businesses. CO2: To understand the provisions relating to Factories Act. CO3: To provide a comprehensive knowledge the legal framework relating to the contracts in general along with special contracts like agency and contracts of Sale of goods.
Student Learning Outcomes	<ul style="list-style-type: none"> • After the completion of this course, the students will learn how to frame a legally valid contract, its discharge and remedies available in case the contract is breached. • Students will also get the practical exposure by studying the relevant case laws related to the above stated enactments. • Students will learn in detail the labour laws provisions applicable in any Factory for the benefit of the workers.
Course Contents/Syllabus	<p>As prescribed by the Panjab University;</p> <p>The Indian Contract Act, 1972: Contract- Meaning, Characteristics and Kinds, Essentials of a Valid Contract- Offer and Acceptance, Consideration, Contractual Capacity, Free Consent, Legality of Objectives. Void Agreements, Discharge of Contract- Modes of Discharge including Breach and its Remedies.</p> <p>Special Contracts: Contingent Contracts, Quasi- Contracts, Contract of Indemnity and Guarantee, Contract of Bailment, Contract of Agency.</p> <p>The Indian Sale of Goods Act, 1932: Contract of Sale, Meaning and difference between Sale and Agreement to Sell, Conditions and Warranties, Transfer of Ownership in Goods including Sale by Non- Owners, Performance of Contract of Sale, Unpaid Seller- Meaning and Rights of An Unpaid Seller against the Goods and the Buyer.</p> <p>Factories Act 1948: Objectives, Definitions, Approval, Licensing and Registration of Factories, the Inspecting Staff, Health, Safety, Welfare, Working Hours of Adults, Employment of Women, Child Labour – Issues and Problems, Leave with Wages, Penalties and Procedure.</p>
Required Texts	<ul style="list-style-type: none"> • Garg, Chawla, “Business Laws”, Kalyani Publishers, New Delhi. • Gogna P.P.S., “A text book of Mercantile Law”, <i>S. Chand Publishing House</i>.
Suggested Texts, Readings, & Materials	<ol style="list-style-type: none"> 1. Kucchal, M.C., “Business Law”, Vikas Publishing, House (P) Ltd., New Delhi. 2. Singh, Avtar, “The Principles of Mercantile Law”, Eastern Book Company, Lucknow. 3. Maheshwari & Maheshwari, “Business Law”, National Publishing House, New Delhi.

	4. Kapoor, N. D., “Business Law”, Sultan Chand & Sons, New Delhi.
Pedagogy for Course Delivery	Classroom teaching, Tutorials, Interactive Sessions, Case Laws and Classroom presentations by students on selective topics.
Evaluation Criteria	The Course-level Assessment includes continuous internal assessment having weightage of 20%. Various mechanisms for continuous assessment criterion comprise of mid-semester tests, attendance, presentation and assignments.

Course Title: PERSONALITY DEVELOPMENT AND PROFESSIONAL SKILLS	
Course Code: 125	
Course Outline	This subject aims at providing an understanding about the importance of soft skills in professional and personal life. It also aims in polishing the managerial skills among the students. Rather than only focusing on the theoretical aspects of various topics of management orientation, the subject focuses more on the practical aspects.
Course Outcome	CO1: To make students understand the importance of learning managerial and soft skills. CO2: To provide the students a practical orientation of various managerial concepts, so as to apprise them in adapting and polishing those traits. CO3: To make students understand how to prepare presentation, present them publically and how to draft professional emails. CO4: To make them understand the importance of communication and leadership.
Student Learning Outcomes	<ol style="list-style-type: none"> 1. Analyse themselves by self-concept theories and evaluate areas where improvements could be made for all round development. 2. Explain the importance of polishing soft skills. 3. Enable them to draft good resumes and prepare them to fare well in interviews. 4. To develop the personality of the students to achieve excellence in their career development.
Course Contents/Syllabus	<p>UNIT-I : PERSONALITY DEVELOPMENT</p> <p>Interpersonal Skills: Components of self-concept, factors affecting self-concept, self management techniques, forms of interpersonal relationships, competencies and enhancing interpersonal skills. Improving Personal Skills: improving reading skills, problem solving skills, creativity skills, listening skills, time management skills. Career Development: Public speaking and presentation skills, group discussion, types of group discussions, tips for successful participation in GD, job interviews and it's types, preparation and do's and don'ts for an interview, Resume writing and job application.</p> <p>UNIT-II : PROFESSIONAL SKILLS</p> <p>Team Building and Negotiation Skills: Team development, conflict resolution and team behaviours, concepts and guidelines for successful negotiation, leadership skills, trends in leadership style. Work Culture, Ethics and Stress Management: Meaning and learning organizational culture, work environment and ethics, sources of stress and ways to cope up with stress, need and importance of capacity building, zones of learning and strategies for capacity building. Non-Verbal Communication: Work Place Etiquettes: Personal appearance, posture and gestures, facial expressions, conduct at the work place,</p>

	telephone and email etiquettes. NOTE: The question paper will include short case studies in Section – A.
Required Texts	<ul style="list-style-type: none"> • Managerial and Soft Skills, Vibha Sinha, Kalyani Publishers.
Suggested Texts, Readings, & Materials	<ol style="list-style-type: none"> 1. Robert Heller, Effective Leadership, Essential Manager Series, D.K. Publishing. 2. Collins-Public speaking. 3. Devesh, Self Development. 4. Sukiennik, D., Raufman,L., and Bendat, W.The Career Fitness Programme: Exercising Your Options Boston: Pearson.
Pedagogy for Course Delivery	Tutorials, Interactive sessions, Case studies, Management games, Seminars - the course is covered by adopting a combination of lecture methods, class presentation by groups of students, self study sessions.
Evaluation Criteria	The Course-level Assessment includes continuous internal assessment having weightage of 20%. Various mechanisms for continuous assessment criterion comprise of mid-semester tests, attendance, presentations and assignments.

COURSE TITLE: MANAGERIAL ACCOUNTING	
Course Code: BBA 126	
Course Outline	This is an introductory course in financial management, with an emphasis on the major decisions made by the financial executive of an organization. A major objective is the development of analytical and decision-making skills in finance through the use of theory questions and practical problems.
Course Outcome	CO1: To help the students to develop cognizance of the importance of Financial Management in corporate valuation CO2: To enable students to describe how people analyze the corporate leverage under different conditions and understand why people value different corporates in different manner. CO3: To provide the students to analyze various Industries and their future action for cash flow . CO4: To enable students to synthesize related information and evaluate options for most logical and optimal solution such that they would be able to predict and control Debt Equity incurrence and improve results.
Student Learning Outcome	CO1. Demonstrate the applicability of the concept of Financial Management to understand the managerial Decisions and Corporate Capital Structure. CO2. Apply the Leverage and EBIT-EPS Analysis associate with Financial Data in the corporate. CO3. Analyze the complexities associated with management of cost of funds in the capital Structure. CO4. Demonstrate how risk is assessed
Course contents/ Syllabus	As per prescribed by Panjab University Financial Management: Meaning, Scope and Objectives of Financial Management, Time Value of Money- Compounding Techniques and Discounting Techniques, Risk and Return. Capital Budgeting: Meaning, Types, Process, Techniques of Capital Budgeting - Payback Period Method, Accounting Rate of Return, Net Present Value (NPV) Net Terminal Value Method, Internal rate of Return (IRR), Profitability Index. Cost of Capital: Determination of Cost of Capital, Components of Cost of Capital, Computation of Cost of Debt, Equity Capital, Preference Share Capital and Retained Earnings, Weighted Average Cost of Capital (WACC) and Marginal Cost of Capital.

	Sources of Finance. Capital Structure, Meaning, Types of Leverage, Determinants of Capital Structure. Theories of Capital Structure. Working Capital Management: Meaning, Types, Factors Affecting Working Capitals, Working Capital Planning and Management. Working Capital Forecasting, Methods of Estimating Working Capital. Dividend Policy- Relevance and Irrelevance Theories.
Required Text	Financial Management by Shashi K Gupta, Kalyani Publishers.
Suggested Texts, Readings, & Materials	<ol style="list-style-type: none"> 1. “Financial Management and Policy”, 12th Edition, New Delhi, Prentice Hall of India. J C Van Horne, 2. “Fundamentals of Financial Management” 13th Edition, Prentice Hall of India JC Van Horne, J W Wachowicz, Jr. 3. “Financial Management’ Tata McGraw Hill. Prasanna Chandra, 4. Management- Text and Problems” 2nd Edition, Tata McGraw Hill Khan and Jain 5. Financial Management”, Vikas Publishing House, 9th Edition I M Pandey 6. “Fundamentals of Financial Management”, Taxmann RP Rustagi,
Pedagogy for Course Delivery	<ol style="list-style-type: none"> 1. Interactive sessions 2. Classroom discussions 3 Assignments and classroom presentations
Evaluation Criteria	The course level assessment includes continuous internal assessment having weightage of 20 percent. Various mechanisms for continuous criterion comprise mid-semester tests, attendance, presentations and assignments.

Course Title: ENGLISH AND BUSINESS COMMUNICATION SKILLS	
Course Code: BBA 201	
Course Outline	The subject aims at providing in-depth knowledge of grammar, structural English, reading comprehension, effective writing, and understanding life through Literature. Important theories, philosophies, epistemologies and periods of Literature are brought into the cognitive compass of the learners.
Course Outcome	<ol style="list-style-type: none"> 1. Creating an emotive association with the spirit of language and literature 2. Providing the learners knowledge of all types of Business Communication. 3. Making the students understand how commercial communication is different from Literary communication. 4. Enabling the students to have analytical understanding of literary pieces.
Student Learning Outcomes	<ol style="list-style-type: none"> 1. Evaluation of different kinds of poetry, prose and drama. 2. Understanding of grammatical constructions. 3. Understanding of Language and Literature in various perspectives. 4. Developing the students' taste for writing their own poetic and prose pieces.
Course Contents/Syllabus	<ol style="list-style-type: none"> I. The Model Millionaire: Oscar Wilde II. The Gift of the Magi: O. Henry III. The Judgement-seat of Vikramaditya: Sister Nivedita IV. Fur: Saki <p>Business Communication: It shall focus on different aspects of communication in general and business communication in particular, communication within organizations, types of communication, obstacles in communication.</p> <p>Writing Skills: All types of Business letters, tender notices, auction notices, public notices; memos and advertisements relating to sales/marketing</p>
Required Text	Ten Mighty Pens, ed., K.A. Kalia (Oxford University Press),
Suggested Texts, Readings, & Materials	<ol style="list-style-type: none"> 1. Business Communication, Ed., Om P. Juneja & Aarti Mujumdar, Hyderabad: Orient Blackswan. 2. Textbook of Business Communication, Anjali Kalkar, R.B. Suryawanshi, Amlanjyoti Sengupta,, Hyderabad: Orient Blackswan. 3. 50 Ways to Improve Your Business English...without too much effort, Ken Taylor, Hyderabad: Orient Blackswan.

Pedagogy for Course Delivery	<ol style="list-style-type: none"> 1. Interactive sessions 2. Class debates and discussions 3. Snap Tests 4. Formation of student groups and literary contests among them.
Evaluation Criteria	<p>The course level assessment includes continuous internal assessment having weightage of 10 percent. Various mechanisms for continuous criterion comprise mid-semester tests, attendance, presentations and assignments.</p>

Course Title: OPERATIONS RESEARCH	
Course Code: BBA 202	
Course Outline	The subject aims at providing an in-depth knowledge of variety of Operations Research problems like assignment, travelling salesman, transportation, linear programming problems, queuing theory, game theory and job sequencing problems.
Course Outcome	CO1: To make students equipped with knowledge in concepts and tools of Operations Research. CO2: To make them understand the empirical and theoretical implications of various mathematical models of Operations Research. CO3: To apply various techniques in finding optimal solutions for business related problems. CO4: To contribute constructively in making effective business decisions.
Student Learning Outcomes	On the successful completion of this course, the students should be able to <ol style="list-style-type: none"> 1) Identify and develop operations research models from the theoretical description of the real world problems. 2) Understand the mathematical tools that are needed to solve optimisation problems. 3) Develop a report that describes the model and the solving technique, analyse the results and propose recommendations for managerial decision making process.
Course Contents/Syllabus	As prescribed by Panjab University; UNIT-I Operations Research: Meaning, Significance and Scope. Introduction to Linear Programming, Formulation of Linear Programming—Problems, Graphical Method, Simplex Method. Transportation Problem, Assignment Problem. UNIT-II Queuing Theory: Introduction, Arrival System, Queue Discipline, M/M/I Single Channel, M/M/I and M/M/S Model Game Theory: Two Persons Zero Sum Games, Pure Strategies, Mixed Strategies, Dominance, Introduction to Frequency Problems, Classification of Sequencing Problems, Processing in Job through Two Machines.
Required Texts	<ul style="list-style-type: none"> • Operations Research, Chawla, Gupta & Sharma, Kalyani Publishers, New Delhi
Suggested Texts, Readings, & Materials	<ol style="list-style-type: none"> 1. Operations Research: V.K. Kapoor, Sultan Chand & Sons, New Delhi 2. Operations Research, Theory and Applications: J.K. Sharma, Macmillan India Ltd. ND 3. Operations Research : P.K. Gupta & D.S. Hira, S. Chand & Co. Ltd., New Delhi

	<ol style="list-style-type: none"> 4. Operations Research : H.A. Taha, Prentice Hall of India, New Delhi 5. Operations Research: Paneerselvam, Prentice Hall of India, New Delhi 6. Operations Research: Kalavathy, Vikas Publishing House, new Delhi
Pedagogy for Course Delivery	Tutorials, practical sessions, classroom quizzes, case studies - the course is covered by adopting a combination of lecture method, problem solving tutorial lectures, presentations on theoretical concepts and self study sessions.
Evaluation Criteria	The Course-level Assessment includes continuous internal assessment having weightage of 20%. Various mechanisms for continuous assessment criterion comprise mid-semester tests, attendance, presentations and assignments.

Course Title: MARKETING MANAGEMENT	
Course Code: BBA 203	
Course Outline	In Marketing course, students explore consumer and organizational decision processes that underlie choices of products and services. Students then use knowledge of these decision processes and competitive dynamics to determine how businesses should make profitable decisions about product and service pricing, as well as promotional and distribution strategies.
Course Outcome	The course aims at making students understand basic concepts, philosophies, processes and techniques of marketing function
Student Learning Outcomes	<ol style="list-style-type: none"> 1. Understand fundamental marketing concepts, theories and principles in areas of marketing policy; of market and consumer behavior; of product, distribution, promotion and pricing decisions. 2. Understand the role of marketing as a fundamental organizational policy process. 3. Analyze the interaction of marketing and environmental forces through an understanding of marketing decisions and practices with social, technological, economic, and political forces 4. Apply the knowledge, concepts, tools necessary to understand challenges and issues of marketing in a growing global context.
Course Contents/Syllabus	<p style="text-align: center;">UNIT I</p> <p>Introduction to Marketing: Meaning, Nature and Scope of Marketing, Marketing Philosophies, Marketing Process, Marketing Mix. Marketing Research: Meaning, Importance, Marketing Research Process. Consumer Buying Behaviour: Factors influencing Buying Behaviour, Buying Decision Process. Market Segmentation: Levels and Patterns of Market Segmentation, Major Segmentation Variables for Consumer Markets, Concepts of Market Targeting and Positioning. Product Planning and Market Strategies: Product Life Cycle, New Product Development Process, Product Classification, Concept of Branding, Packaging and Labeling.</p> <p style="text-align: center;">UNIT II</p> <p>Pricing Decision: Pricing Policies and Strategies. Distribution Decisions: Channel Design Decisions, Major Channel Alternatives, Channels</p>

	<p>Management Decision, Causes and Managing Channel Conflict, Physical Distribution.</p> <p>Promotion Decisions: Communication Process. Promotion Tools: Advertising, Sales Promotions, Public Relations, Personal Selling.</p> <p>Emerging Trends and Issues in Marketing: Concepts of Direct Marketing, On-line Marketing, Green Marketing, Retail Marketing and Customer Relationship Marketing.</p>
Required Text	Marketing Management, Kalyani Pub, Kaur, Bajaj
Suggested Texts, Readings, & Materials	<ol style="list-style-type: none"> 1. Marketing Management, A South Asian perspective, Kotler, Kelly, Jha, Pearson 2. Basic Marketing- A Global Managerial Approach, Perreault, Mccarthy, Tata McGraw Hill 3. Marketing Management, Rajan Saxena, Tata McGraw Hill
Pedagogy for Course Delivery	<ol style="list-style-type: none"> 1. Interactive sessions 2. Classroom discussions 3 Assignments and classroom presentations
Evaluation Criteria	The course level assessment includes continuous internal assessment having weightage of 20 percent. Various mechanisms for continuous criterion comprise mid-semester tests, attendance, presentations and assignments.

Course Title: ECONOMICS OF MONEY & BANKING**Course Code: BBA 204**

Course Outline	<p>This course has three main objectives. One is to study the role played by banks in modern monetary economies and financial markets, including issues arising from bank regulation, the role of banks in financial intermediation, and the significance of bank behaviour in monetary policy. The second objective is to study the operation of monetary policy generally, in large and developed economies such as the USA, and in open and developing economies such as India.</p> <p>The third objective is to observe the significance of money, starting from its development to current scenario along with various factors affecting like, inflation, market supplies and demand of money, to help participants understand the working of money in the economy via various theories of profound authors.</p>
Course Outcome	<p>CO1: To draw attention on recent financial events from across the world and provide students with a detailed understanding of the economic theory behind the way in which monetary policy can be designed and implemented.</p> <p>CO2: By focussing on the interactions between monetary policy, banking and financial markets, this course will give students the tools they need to understand and evaluate these links and apply their findings to real world applications in a variety of countries.</p> <p>CO3: To give students a greater awareness of the monetary transmission mechanisms and how they can use modern empirical methods to understand it.</p> <p>CO4: With the aim of developing students' knowledge and understanding of the complex interactions between monetary policy, financial markets, banks and the economic situation, this course will be ideal for anyone looking to further their knowledge in monetary and financial economics, perhaps with an aim of pursuing a career in this field or undertaking postgraduate study.</p>
Student Learning Outcomes	<p>Upon successful completion, students will have the knowledge and skills to:</p> <ol style="list-style-type: none">1. Understand several key models and concepts of monetary economics and banking theory.2. Understand simple articles concerned with monetary economics and banking theory3. Apply to current events key models and concepts of monetary economics and banking theory4. Appreciate the potential importance of monetary phenomenon in the Economy

Course Contents/Syllabus	<p>As prescribed by the Panjab University;</p> <p>Money: Introduction, Functions & Types of Money. Theoretical and Empirical Methods to Distinguish Money from Near Money Assets. Types of Monetary System and Qualities of Good Monetary System. Demand for Money: Classical and Keynesian Approach, Baumol and Tobin Inventory Theoretic Approach, Freedman's Theory. Supply of Money: Measures of Money Supply and Money Multiplier. Monetary Policy: Targets, Goals and Trade off among Alternate Goals.</p> <p>Transmission Mechanism – Classical Model, Keynesian Model and Monetarist Model. Supply of Money, Theories of Money Supply</p> <p>Banking: Meaning, Types and Functions of Banks, Management and Organisational Set Up of Commercial Banks. Central Banking: Origin & Evolution; Main Functions, Monetary Management. Risk Management: Types of Risk, Management, Asset/Liabilities Management, Major Developments in Commercial Banking in India since Independence, Banking Sector Reforms, International Monetary Fund (IMF) and International Liquidity. WTO and GATT: Implications for India. Introduction to E-Banking and Electronic Fund Transfer (RTGS & NEFT), Cheque Truncation System (CTS)</p>
Required Texts	<ul style="list-style-type: none"> • Money and Banking by Nadar E.N. (PHI Publishing House)
Suggested Texts, Readings, & Materials	<ol style="list-style-type: none"> 1. Baye, Jansen: Money Banking & Financial Mkts. An Economics approach AITBs Publisher, New Delhi. 2. Bhalla, V.K.: Investment Management– Security Analysis & portfolio Management. S Chand & Co. Ltd. 3. Khanna, Perminder : Advanced Study in Money and Banking; Theory & Policy, Relevance in Indian Economy, Atlantic Publisher, New Delhi. 4. Kulkarni, G : Modern Monetry theory Macmilan, New Delhi. 5. RBI Bulletin, reports/ publications of ministries, Planning commission archives, IMF finance and development magazine issues
Pedagogy for Course Delivery	<p>Tutorials, Interactive sessions - the course is covered by adopting a combination of lecture methods, class presentation by groups of students, self study sessions.</p>
Evaluation Criteria	<p>The Course-level Assessment includes continuous internal assessment having weightage of 20%. Various mechanisms for continuous assessment criterion comprise of mid-semester tests, attendance, presentations and assignments.</p>

Course Title: LEGAL FRAMEWORK FOR COMPANIES	
Course Code: BBA 205	
Course Outline	The objective of the paper is to impart basic knowledge about the regulatory framework applicable to the Indian Companies.
Course Outcome	<p>CO1: To make students understand different types of companies as per the Companies Act, 2013 and their characteristics along with the provisions related with their incorporation.</p> <p>CO2: To familiarize the students with the two important legal documents essential for incorporation and functioning of a company i.e. Memorandum of association and Articles of Association and related Doctrines.</p> <p>CO3: To provide detailed understanding about the shares issue, allotment, prospectus, transfer and transmission and alteration and reduction of capital related provisions.</p> <p>CO4: To provide knowledge about membership of companies, company management and company meetings.</p> <p>CO5: To make students acquainted with Securities and Exchange Board of India Act 1992- its Objectives, Establishment and Management of SEBI, Functions and Powers and Securities Appellate Tribunal (SAT).</p>
Student Learning Outcomes	<ul style="list-style-type: none"> • With the study of this subject, students would be able to learn the legal provisions a company has to follow starting from its promotion idea, its incorporation up to its winding up. • The students will learn the objectives behind setting up SEBI, the functions SEBI has to perform and the powers it can exercise with regard to the listed companies and other financial services. • Students will also get the practical exposure by studying the relevant case laws related to the above stated enactments.
Course Contents/Syllabus	<p>As prescribed by the Panjab University;</p> <p>Company: Meaning and Definition, Characteristics. Concept of Lifting of Corporate Veil, Kinds of Companies - Private, Public, One Person Company, LLP, Government Companies, Statutory Companies, Registered, Limited and Unlimited. Formation of Company: Promotion, Incorporation, Capital Subscription, Commencement of Business, Pre-Incorporation Contract and Provisional Contracts. Memorandum of Association- Definition, Clauses and Procedure for Alteration, Doctrine of Ultra -Vires. Articles of Association – Definition, Contents, Procedure for Alteration. Doctrine of Indoor Management, Constructive Notice, Distinction between Memorandum and Articles of Association</p> <p>Prospectus – Contents, Statement in Lieu of Prospectus, Types, Liabilities for Misstatement. Shares: Classes of Shares, Preference and Equity Shares, Public Issue of Shares, SEBI Guidelines, Employees Stock Option Scheme, Book Building Process, Allotment of Shares, Irregular Allotment,</p>

	<p>Issue of Shares. Listing of Shares, Sweat Equity Shares, Right Shares, Bonus Shares, Shares with Differential Rights, Share Certificate and Share Warrant, Calls, Forfeiture, Lien, Surrender of Shares, Membership of Companies. Company Management: Directors, Managing Director, Appointment, Qualification, Rights, Responsibilities and Liabilities, Disqualification of Directors. Meetings: Requisites, Statutory, Annual, Extra ordinary and Board Meetings, Resolutions, Types. Emerging Issues in Company Law: Securities and Exchange Board of India Act 1992. Introduction, Objectives, Establishment and Management of SEBI. Functions and Powers of SEBI, Securities Appellate Tribunal (SAT)</p>
Required Texts	<ul style="list-style-type: none"> • Gogna P.P.S., “A text book of Company Law”, S. Chand & Sons. • Garg, Chawla, “Regulatory Framework for Companies”, Kalyani Publishers.
Suggested Texts, Readings, & Materials	<ol style="list-style-type: none"> 1. Kannal, S., & V.S. Sowrirajan, “Company Law Procedure”, Taxman’s Allied Services (P) Ltd., New Delhi. 2. Kapoor, G.K., “Corporate Laws & Secretarial Practice”, Premier Book Company, New Delhi. 3. Datey, V.S., “Students Guide to Corporate Laws”, Taxman’s Allied Services (P), Ltd., New Delhi. 4. “Manual of Companies Act, Corporate Laws and SEBI Guidelines”, Bharat Law House, New Delhi. 5. “Bharat’s Companies Act”, Bharat Law House, New Delhi. 6. “Bharat’s Company Rule and Forms”, Bharat Law House, New Delhi. 7. Singh, Avtar., “Company Law”, Eastern Book Company Lucknow. 8. Kuchhal, M.C., “Modern Indian Company Law”, Shree Mahavir Book Depot, Delhi. or latest edition.
Pedagogy for Course Delivery	Classroom teaching, Tutorials, Interactive Sessions, Guest lectures by Experts from Industry, Case Studies, Panel Discussions and Classroom presentations by students.
Evaluation Criteria	The Course-level Assessment includes continuous internal assessment having weightage of 20%. Various mechanisms for continuous assessment criterion comprise of mid-semester tests, attendance, presentation and assignments.

Course Title: Tax Laws I Course Code: BBA 206	
Course Outline	This subject aims at providing an in-depth knowledge about direct tax. Rules, regulation and provisions concerning computation of total taxable income, deductions allowed and computation of tax liability will be covered with an aim of enabling the students to plan their taxes in near future.
Course Outcome	CO1: To understand the framework of computation of tax liability. CO2: To provide the students a comprehensive knowledge about how the tax can be planned.
Student Learning Outcomes	1. Understand the provisions of computation of total income. 2. Explain the difference between exemptions, deductions and rebates and use them judiciously for the purpose of tax planning. 3. Enable them to file the returns of individual.
Course Contents/Syllabus	As prescribed by the Panjab University; Introduction, Definitions: Assessee, Concept of Income, Types of Income, Assessment Year & Previous Year, Agricultural Income & its Assessment. Residential Status& Tax Liability (Basis of Charge), Exempted Incomes. Income from Salaries and House Property. Income from Profits and Gains of Business and Profession including Depreciation, Capital Gains, Income from other Sources. Deemed Incomes and Clubbing of Incomes (Aggregation of Incomes),Set-Off and Carry Forward of Losses, Deductions to be made in Computing the Gross Total Income, Assessment of Individual.
Required Texts	<ul style="list-style-type: none"> • Direct Tax Laws- V.P. Gaur and Puja Gaur, Kalyani Publishers.
Suggested Texts, Readings, & Materials	<ol style="list-style-type: none"> 1. Income TaxLaw and Pracice-Dr. Vinod K. Singhania & Dr. Monica Singhania. (Taxmann Publications, New Delhi) 2. Income Tax Law and Accounts –Dr. H. C. Mehrotra & Dr. S.P. Goyal (Sahitya Bhawan Publications, Agra) 3. Income Tax –Dr. Garish Ahuja & Dr. Ravi Gupta (Bharat Publications, New Delhi)
Pedagogy for Course Delivery	Tutorials, Interactive sessions, online return filing example- the course is covered by adopting a combination of lecture methods, class presentation by groups of students, self study sessions.
Evaluation Criteria	The Course-level Assessment includes continuous internal assessment having weightage of 20%. Various mechanisms for continuous assessment criterion comprise of mid-semester tests, attendance, presentations and assignments.

Course Title: ENGLISH AND BUSINESS COMMUNICATION SKILLS	
Course Code: BBA 221	
Course Outline	The subject aims at providing in-depth knowledge of grammar, structural English, reading comprehension, effective writing, and understanding life through Literature. Important theories, philosophies, epistemologies and periods of Literature are brought into the cognitive compass of the learners.
Course Outcome	<ol style="list-style-type: none"> 1. Creating an emotive association with the spirit of language and literature 2. Providing the learners knowledge of all types of Business Communication. 3. Making the students understand how commercial communication is different from Literary communication. 4. Enabling the students to have analytical understanding of literary pieces.
Student Learning Outcomes	<ol style="list-style-type: none"> 1. Evaluation of different kinds of poetry, prose and drama. 2. Understanding of grammatical constructions. 3. Understanding of Language and Literature in various perspectives. 4. Developing the students' taste for writing their own poetic and prose pieces.
Course Contents/Syllabus	<ol style="list-style-type: none"> I. Chandalika: Rabindranath Tagore II. A Bachelor's Complaint of the Behaviour of Married People: Charles Lamb III. El Dorado: R.L. Stevenson IV. Bores: E.V. Lucas <p>Writing Skills: This section shall focus on business précis-writing, curriculum vitae; short formal reports (not exceeding 200 words).</p> <p>Modern Forms of Communication: Here special emphasis shall be given to teaching the format of e-mails, Fax Messages, Audio-Visual Aids, Power-Point Presentations and Non-Verbal Communication.</p>
Required Text	Ten Mighty Pens, ed., K.A. Kalia (Oxford University Press),
Suggested Texts, Readings, & Materials	<ol style="list-style-type: none"> 1. Business Communication, Ed., Om P. Juneja & Aarti Mujumdar, Hyderabad: Orient Blackswan. 2. Textbook of Business Communication, Anjali Kalkar, R.B. Suryawanshi, Amlanjyoti Sengupta,, Hyderabad: Orient Blackswan. 3. 50 Ways to Improve Your Business English...without too much effort, Ken Taylor, Hyderabad: Orient Blackswan.

Pedagogy for Course Delivery	<ol style="list-style-type: none">1. Interactive sessions2. Class debates and discussions3. Snap Tests4. Formation of student groups and literary contests among them.
Evaluation Criteria	The course level assessment includes continuous internal assessment having weightage of 10 percent. Various mechanisms for continuous criterion comprise mid-semester tests, attendance, presentations and assignments.

Course Title: FINANCIAL MANAGEMENT Course Code: BBA 222	
Course Outline	This course aims at introducing the students to the fundamental issues of financial management and the quantitative techniques used to address them. Broadly, it includes the principles of financial management, concept of time value of money, cost of capital, capital budgeting, management of working capital, sources of finance, capital structure, leverages and dividend policy decisions.
Course Outcome	CO1: To help the students to understand the importance of Financial Management in corporate valuation. CO2: To equip them with the understanding of the time value of money & its use in financial decision making. CO3: To make students capable of evaluating projects and investments. CO4: To enable students to describe how people analyze corporate leverage under different conditions. CO5: Demonstrate the importance of working capital management and the tools to manage it. CO6: Help the learners to explore the financial environment in which firms and managers must operate.
Student Learning Outcomes	On the successful completion of this course, the students should be able to <ol style="list-style-type: none"> 1. Demonstrate an understanding of the overall role and importance of the finance function. 2. Exhibit how the three main concepts of financial management: investment, financing and dividend policy decisions are interrelated. 3. Describe the time value of money, how the project is made and appraised. 4. Differentiate between various sources of finance along with their advantages and disadvantages. 5. Outline the capital requirements for starting a business and management of working capital. 6. Recommend whether and why an investment should be accepted or rejected. 7. Demonstrate the applicability of the concept of Financial Management to understand the managerial decisions and corporate capital structure.
Course Contents/Syllabus	As prescribed by Panjab University. UNIT1: Financial Management: Meaning, Scope and Objectives of Financial Management, Time Value of Money- Compounding Techniques and Discounting Techniques, Risk and Return. Capital Budgeting: Meaning, Types, Process, Techniques of Capital Budgeting - Payback Period Method, Accounting Rate of Return, Net Present Value (NPV) Net Terminal Value Method, Internal rate of Return (IRR),

	<p>Profitability Index. Cost of Capital: Determination of Cost of Capital, Components of Cost of Capital, Computation of Cost of Debt, Equity Capital, Preference Share Capital and Retained Earnings, Weighted Average Cost of Capital (WACC) and Marginal Cost of Capital.</p>
	<p>UNIT- II</p> <p>Capital Structure, Meaning, Types of Leverage, Determinants of Capital Structure. EBIT-EPS Analysis</p> <p>Working Capital Management: Meaning, Types, Factors Affecting Working Capitals, Working Capital Planning and Management. Working Capital Forecasting, Methods of Estimating Working Capital.</p> <p>Dividend Policy- Relevance and Irrelevance Theories</p>
Required Texts	<ul style="list-style-type: none"> • Financial Management: RP Rustagi, Taxmann Publishers, New Delhi • Financial Management: Shashi K Gupta, Kalyani Publishers, New Delhi
Suggested Texts, Readings, & Materials	<ol style="list-style-type: none"> 1. J C Van Horne, “Financial Management and Policy”, New Delhi, Prentice Hall of India 2. J C Van Horne, J W Wachowicz, Jr. “Fundamentals of Financial Management”, Prentice Hall of India 3. Prasanna Chandra, “Financial Management’ Tata McGraw Hill. 4. Khan and Jain, “Financial Management- Text and Problems”, Tata McGraw Hill’ 5. R A Brealey and S C Myers, “Principles of Corporate Finance”, Tata McGraw Hill. 6. I M Pandey, “Financial Management”, Vikas Publishing House.
Pedagogy for Course Delivery	<p>The course is covered by adopting a combination of lecture method, tutorials, class presentation by groups of students, subject quiz and self-study sessions. Also assignments and real life case studies are given to help students in building their own analysis.</p>
Evaluation Criteria	<p>The Course-level Assessment includes continuous internal assessment having weightage of 20%. Various mechanisms for continuous assessment criterion comprise mid-semester tests, attendance, presentations and assignments.</p>

Course Title: RESEARCH METHODOLOGY	
Course Code: BBA 223	
Course Outline	This subject aims to provide students the basic understanding of research and its implementation in the businesses. This course will cover the comprehensive knowledge of research, its design and process of conducting research.
Course Outcome	CO1: To enable the students to carry out research in an effective manner in BBA VIth Sem. CO2: To make the students understand about research design and research process. CO3: To provide the students comprehensive knowledge about the various data analytical techniques. CO4: To enable the students to write effective research report.
Student Learning Outcomes	<ol style="list-style-type: none"> 1. Understand the importance of research in the businesses. 2. They will be able to make business research proposals after thorough review of literature 3. Students will be able to conduct good research in BBA VIth Sem as there is research project report of 100 marks. 4. Students will become proficient to develop a good scale to collect data. 5. They will be aware of various data analytical techniques available and further pursue their education in the same field.
Course Contents/Syllabus	As prescribed by the Panjab University; Unit-I Research-Meaning, Characteristics, Types, Process and Utility. Research Design-Meaning, Types and Features of Good Research Design. Qualitative and Quantitative Research. Importance of Review of Literature. The Research Proposal. Primary and Secondary Data. Methods of Data Collection. Measurement and Scaling, Designing of Questionnaire and Schedule, Formulating Hypothesis, Ethics in Business Research. Unit-II Sampling Design and Sampling Procedure. Sampling and Non-Sampling Errors. Data Analysis and Interpretation. Hypothesis Testing-t-Test, Chi-Square Test, Test of Mean and Proportion, Report Writing. Role of Computers in Research.
Required Texts	<ul style="list-style-type: none"> • Research Methodology by Shashi K Gupta and Praneet Rangi
Suggested Texts, Readings, & Materials	1. Malhotra Naresh and Dash Satyabhushan, Marketing research, Pearson Publications.

	<ol style="list-style-type: none"> 2. Kothari, C.R., Research Methods and Techniques, Wiley Eastern. 3. Kumar, R., Research Methodology- A Step by Step Guide for Beginners, Pearson Education. 4. Zikmund, W.G., Business Research Methods, Cengage Learning, Singapore
Pedagogy for Course Delivery	<p>Tutorials, Interactive sessions, Case studies and Talk by experts</p> <p>The course is covered by adopting a combination of lecture methods, class presentation by groups of students, self-study sessions.</p>
Evaluation Criteria	<p>The Course-level Assessment includes continuous internal assessment having weightage of 20%. Various mechanisms for continuous assessment criterion comprise of mid-semester tests, attendance, presentations and assignments.</p>

Course Title: Human Resource Management Course Code: BBA 224	
Course Objective	The objective of the paper is to familiarize the students with the different aspects of managing human resource in the organization.
Course Outcomes	<p>On completion of this course, the students will be able to:</p> <p>CO1: To develop the understanding of the concept of human resource management and to understand its relevance in organizations.</p> <p>CO2: To develop necessary skill set for application of various HR issues.</p> <p>CO3: To analyse the strategic issues and strategies required to select and develop manpower resources.</p>
Student Learning Outcomes	<ol style="list-style-type: none"> 1. To have an understanding of the basic concepts, functions and processes of human resource management 2. To be aware of the role, functions and functioning of human resource department of the organizations. 3. To Design and formulate various HRM processes such as Recruitment, Selection, Training, Development, Performance appraisals and Reward Systems, Compensation Plans and Ethical Behaviour. 4. Develop ways in which human resources management might diagnose a business strategy and then facilitate the internal change necessary to accomplish the strategy 5. Evaluate the developing role of human resources in the global arena.
Syllabus/Course Contents	<p>As Prescribed by Panjab University:</p> <p>UNIT I</p> <ol style="list-style-type: none"> 1. Human Resource Management: Introduction, Meaning and Definitions, Brief History, Nature, Functions, Importance and Limitations of HRM. Challenges faced by Modern HR Managers. 2. Human Resource Planning: Introduction, Definitions, Features, Need for HR Planning, Objectives, Process, Factors affecting HR Planning, Types, Benefits, Problems in HR planning and Suggestions for Making HR Planning Effective, Succession Planning. 3. Recruitment, Selection, Training and Development. 4. Placement and Induction, Transfers and Promotions. <p>UNIT II</p> <ol style="list-style-type: none"> 1. HR Department and Policies – Organisational Design of HR Department, Composition, Functions, HRM Environment. 2. HR Information System – Meaning, Need, Objectives, Process, Designing of HRIS, Computerized HRIS, Personnel Inventory.

	<ol style="list-style-type: none"> 3. HR Records– Meaning, Purpose, Essentials of Good Record Keeping, Significance, Description. 4. HR Research – Objectives, Kinds and Techniques. 5. HR & Audit – Objectives, Need, Process, Types and Approaches.
Required Texts	<ol style="list-style-type: none"> 1. Human Resource Management- Texts & Cases by VSP Rao (Excel Books Publications, New Delhi) 2. Human Resource Management- By Shashi K Gupta & Rosy Joshi (Kalyani Publications)
Suggested Texts, Reading, and Materials	<ol style="list-style-type: none"> 1. Durai, P. (2010), Human Resource Management, Pearson Education 2. Snell/ Bohlander, Human resource Management, Cengage Learning 3. David Lepak\ Mary Gowan, Human Resource Management: managing Employees for the Competitive advantage
Pedagogy for Course Delivery	<p>The course will be delivered with the help of lectures accompanied by student interactions in the form of role plays, situation analysis, presentations and decision-making activities such as case studies. The cases mentioned in the syllabus will be discussed in class for the better understanding of the topics. However, the faculty in charge shall give extra case studies for further analysis and synthesis of the topic. These case studies, exercises or role plays shall be faculty specific.</p>
Evaluation Criteria	<p>The Course-level Assessment includes continuous internal assessment having weightage of 20%. Various mechanisms for continuous assessment criterion comprise of mid-semester tests, attendance, presentations and assignments.</p>

Course Title: TAX LAWS II Course Code: BBA 225	
Course Outline	This subject aims at understanding the concepts of GST, its implementation in the businesses. This course will cover the comprehensive knowledge of GST rules in taking managerial decisions in various tax related matters.
Course Outcome	CO1: To enable the students to learn the reasons behind the introduction of GST in Indian economy. CO2: To make the students understand about the concepts of Supply, Time, Place and Value of Supply CO3: To provide the students a comprehensive knowledge about the requirements of Registration under GST, the benefit of ITC mechanism and Composition Levy scheme. CO4: To enable the students to understand various tax compliance Requirements
Student Learning Outcomes	<ol style="list-style-type: none"> 1. Understand the importance of indirect taxes (GST) in the Indian and global economy and its contribution to the economic development. 2. Comprehend the principles of taxations, objectives of taxes and its impact, shifting and incidence process of indirect taxes in the market orientated economy. 3. Students will be able to calculate value of supply and the amount of GST applicable on various supplies. 4. They will be aware of various exemptions and intricacies under GST. 5. They will be in a condition to determine the levy and collection procedures under GST 6. They will become an effective tax compliant after the thorough study of this course.
Course Contents/Syllabus	As prescribed by the Panjab University; UNIT – I Tax Structure in India, Direct and Indirect Taxes, Overview of Goods and Services Tax, Implementation of GST, Reasons for GST introduction, Pros and cons of GST ,Registration procedure under GST, CGST/ SGST Act, 2017,Classes of officers under GST, their appointment and powers; Levy and collection of CGST/ SGST; Composition Levy scheme; Time and Value of supply 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 IGST, power to grant exemption from tax, place of supply under IGST; Input tax credit; Returns under GST; Refund of tax; offences and penalties, Prosecution and Appeals under GST, GST Portal: GST Eco system, GST suvidha provider.
Required Texts	<ul style="list-style-type: none"> • GST- Dr Manpreet Kaur and Sarita Arora (Sharma Publishers)

Suggested Texts, Readings, & Materials	<ol style="list-style-type: none"> 1. Goods and Services Tax- Dr K. M. Bansal (Taxmann Publications) 2. GST- Dr V. K. Singhania (Taxmann Publications) 3. Goods and Services Tax – Dr. Ajay Sharma & V. K. Sareen (Kalyani Publishers) 4. GST – Joy Dhingra (Kalyani Publishers) 5. ww.taxguru.in 6. www.cleartax.in
Pedagogy for Course Delivery	<p>Tutorials, Interactive sessions, Case studies and Talk by experts</p> <p>The course is covered by adopting a combination of lecture methods, class presentation by groups of students, self-study sessions.</p>

Course Title: Fundamentals of E-Commerce Course Code: BBA 226	
Course Outline	The objective of this paper is to provide fundamental knowledge to the students about E-Commerce so that they can better perform in any area of operation and can excel in the field of commerce with IT specialization.
Course Outcome	CO1: Understand the basic concepts and technologies used in the field of e-commerce CO2: Have the knowledge of the different types of e-payment systems; CO3: Understand the process and working of electronic data interchange systems; CO4: Be aware of the ethical, social, and security issues involved in e-commerce.
Student Learning Outcomes	<ol style="list-style-type: none"> 1. The students will be able to know the importance of E-commerce and E-business 2. Case study teaching to know about real life struggles in e-commerce transactions 3. Students are able to create presentations and improve their communication skills and confidence in developing new ideas. 4. Students increase their awareness about security threats, e-payment solutions electronic data interchange and encryption techniques.
Course contents/Syllabus	<p>As prescribed by Panjab University; Electronic Commerce Framework, History, Basics and Tools of E-Commerce, Comparison of Web-based with Traditional Business; Growth of E-Commerce – Present and potential. E-Business : Meaning, Importance, Models Based on the Relationships of Transacting Parties (B2B, B2C, C2C and C2B), Present Status of E-Commerce in India, Regulatory Aspects of ECommerce.</p> <p>Changing Structure of Organisation – The Impact of E-Commerce on Various Business Sectors such as Entertainment, Education, Health Services, Publishing and Financial Services. SocioEconomic Impacts of E-Commerce. Electronic Payment System: Types of Payment System — E-Cash and Currency Servers, ECheques, Credit Cards, Smart Cards, Electronic Purses and Debit Cards. Electronic Data Interchange, Digital Signatures, Cryptography, Interoperability and Intercompatibility.</p>
Required texts	Diwan, Prag and Sushil Sharma: Electronic Commerce, A Manager’s Guide to E,Business Vanity Books International, Delhi.
Suggested texts, readings and materials.	<ol style="list-style-type: none"> 1. Kalakota, Ravi and Shinston Andrew B: Frontiers of Eletronic Commerce, Addison Wesley. 2. Minoli and Minoli: Web Commerce Technology Handbook, Tata McGraw Hill, New Delhi. 3. 3. Schneider, Gray P.: Electronic Commerce, Course Technology, Delhi., Otes (2004).

Pedagogy for course delivery	Interactive sessions, case studies, seminars, class presentations, discussions and assignments.
Evaluation Criteria	The course level assessment includes continuous internal assessment having weightage of 20%. Various mechanisms for continuous assessment criteria comprise of mid-semester tests, attendance, presentations and assignments.

Course Title: Principles of Insurance & Risk Management Course Code: BBA 301	
Course Objective	The objective of this course is to familiarize students with the principles and practices being followed in the insurance sector. The students will also learn risk management process and applications.
Course Outcomes	On completion of this course, the students will be able to: CO1: Learn about the basic concept of Risk and its management CO2: Know about how risk can be reduced through the insurance. CO3: Learn about identification of various types of risks and how to analyse them. CO4: Have the knowledge about insurance industry in India, its regulation and financial assessment
Student Learning Outcomes	Identify and categorise the various risks face by an organization; Explain the various risk control measures available; Design a risk management program for a business organization. Suggest ways to finance risk. Apply the insurance mechanism in risk management. Describe the management of international risk.
Syllabus/Course Contents	As Prescribed by Panjab University: UNIT I Insurance: Concept, Nature of Insurance, Functions of Insurance, Importance of Insurance Principles of Insurance Contract-Features of Life and Non-life Insurance. Insurance and IRDA: IRDA Act 1999, Provisions, Duties, Powers and Functions of IRDA. UNIT II Risk and risk management process - Concept of risk, risk vs. Uncertainty, types of risks, risk identification evaluation. Risk management objectives- selecting and implementing risk management techniques. Commercial risk management applications–property–liability– commercial property insurance different policies and contracts–business liability and risk management insurance–workers' compensation and risk financing.
Required Texts	1. Black K. Jr., Skipper. H. D. Jr, “Life and Health Insurance”, Pearson Education. 2. Gupta, P.K., “Insurance and Risk Management”, Himalaya Publishing House, New Delhi.
Suggested Texts, Reading, and Materials	1. Palande P.S., Shah R.S. and Lunawat M.L., “Insurance in India”, Response Books, Sage Publications Ltd. 2. Holyoake J. & Weiper B., “Insurance”, CIB Publications, Delhi.

	<p>3. Ganguly A., “Insurance Management”, New Age Publications, New Delhi.</p> <p>4. Rejda, George E: “Principles of Risk Management and Insurance”, Pearson Education India.</p> <p>5. Heins W., “Risk Management and Insurance”, McGraw Hill Pub.</p>
Pedagogy for Course Delivery	The course will be delivered with the help of lectures accompanied by student interactions in the form of role plays, situation analysis, presentations and decision-making activities such as case studies. The cases mentioned in the syllabus will be discussed in class for the better understanding of the topics. However, the faculty in charge shall give extra case studies for further analysis and synthesis of the topic. These case studies, exercises or role plays shall be faculty specific.
Evaluation Criteria	The Course-level Assessment includes continuous internal assessment having weightage of 20%. Various mechanisms for continuous assessment criterion comprise of mid-semester tests, attendance, presentations and assignments.

Course Title: - FINANCIAL MARKETS AND FINANCIAL SERVICES	
Course Code: BBA 302	
Course Outline	To advance the understanding of fundamental concepts of financial markets, financial instruments in various markets and important financial services.
Course Outcome	<p>CO1: Students will be able to understand the fundamental concepts, functions, and operations of financial markets, including money markets, capital markets, and derivative markets.</p> <p>CO2: Students will be able to grasp the role and functions of financial intermediaries, including banks, insurance companies, investment funds, and other financial institutions, in the context of the broader financial system.</p> <p>CO3: Students will understand the various financial services offered by banks, insurance companies, investment firms, and other financial institutions, and assess their impact on businesses and individuals.</p>
Student Learning Outcomes	<ol style="list-style-type: none"> 1. Students will be able to analyze the functions and operations of different types of financial markets and comprehend the interrelationships among these markets. 2. Students will be able to critically evaluate current financial market issues and trends, such as technological advancements, regulatory changes, and ethical considerations, and propose feasible solutions and strategies to address these challenges. 3. Students will also be able to apply theoretical knowledge to practical real-world scenarios, using case studies to develop practical problem-solving skills in the context of financial services.
Course Contents/Syllabus	<p>Indian Financial System – Meaning, Importance, Functions and Structure (Overview of Financial Markets, Financial Institutions, Financial Instruments and Financial Services)</p> <p>Money Market– Structure of Indian Money Market (Organized, Co-operative and Unorganized Sectors); Instruments of Money Market – Call/Notice/term Money, Repurchase Agreements, TBills, Commercial Bills, Commercial Papers, Certificate of Deposits and Money Market Mutual Funds; and Discount and Finance House of India.</p> <p>Capital Market– Indian Capital Market; Capital Market Instruments; Primary Market (New Issue Market and Listing of Securities); Secondary Market with special reference to Stock Exchanges and their functioning; Indian Clearing Corporation Ltd. and Role of Securities and Exchange Board of India.</p> <p>Introduction to Commodity Markets</p> <p>Overview of Euromarkets with special reference to Euro currency and Eurobonds</p> <p>Financial Services – Meaning and Importance</p> <p>Merchant Banking and Investment Banking – A brief overview of Issue Management, Underwriting Services, Corporate Debt</p>

	<p>Restructuring, Project Counselling, Portfolio Management and Loan Syndication</p> <p>Mutual Funds – concept, advantages, mutual funds schemes (growth, income, balanced, gilt – edged, equity – linked and money market mutual funds)</p> <p>Factoring Services – concept, functions of a factor, and types of factoring</p> <p>Recent Trends in Credit Rating Services in India- Role of ICRA and CRISIL</p>
Required Texts	Indian Financial System by Bharati Pathak, Pearson Education
Suggested Texts, Readings, & Materials	<ol style="list-style-type: none"> 1. Financial Markets, Institutions and Financial Institutions by Clifford Gomez – Prentice Hall of India. 2. Financial Services by M.Y.Khan – Tata McGraw Hill. 3. Financial Services and Markets by Dr.PunithavathyPandian – Vikas Publishing House. 4. Management of Financial Services by V.K.Bhalla – Anmol Publications. 5. Financial Institutions and Markets by L.M.Bhole – Tata McGraw Hill.
Pedagogy for Course Delivery	<ol style="list-style-type: none"> 1. Interactive sessions 2. Class presentation by group of students and self-study session. 3. Open discussions on Case studies and recent trends in marketing. 4. Assignments
Evaluation Criteria	The course level assessment includes continuous internal assessment having weightage of 20%. Various mechanisms for continuous assessment criterion comprise of mid semester tests, attendance, presentations and assignments.

Course Title: Business Environment Course Code: BBA 303	
Course Objective	The main objective of the course is to acquaint the students with various environmental factors that create a profound impact on the business organization. It would also make the students capable of analysing and understanding the implications of different macroeconomic policies implemented by the Government.
Course Outcomes	<p>On completion of this course, the students will be able to:</p> <p>CO1: To understand the different environment in the business climate</p> <p>CO2: To know the minor and major factors affecting the business in various streams</p> <p>CO3: To know the different environment like, political, technological and economic environment in the business</p> <p>CO4: To acquire in-depth knowledge about legal environment etc.</p>
Student Learning Outcomes	<ul style="list-style-type: none"> • Acquire skills to understand environment and its various components, related issues and problems. • Participate and actively involve at all levels in working towards the benefits of environment. • To give students understanding about the various constituents of global business environment. • Demonstrate the ability to identify a business problem, isolate its key components, analyse and assess the salient issues, set appropriate criteria for decision making, and draw appropriate conclusions and implications for proposed solutions. • Capable of recognizing and resolving ethical issues
Syllabus/Course Contents	<p>As Prescribed by Panjab University:</p> <p>UNIT I</p> <p>Theoretical Framework of Business Environment: Concept, Significance and Nature of Business Environment; Elements of Environment- Internal, External, Micro and Macro; Interaction Matrix between various Environmental Factors.</p> <p>Environmental Analysis: Need, Process, Techniques & Limitations of Environmental Analysis.</p> <p>Economic Environment: Key Elements of Economic Environment – Economic factors, Economic Systems, Economic Planning – Objectives & Strategies of Current Five-Year Plan, Formation and Functions of NITI Aayog, Economic Policies – Industrial, Monetary & Fiscal (Tools & Latest Policies).</p> <p>UNIT II</p> <p>Political & Legal Environment: Key Elements of Political Environment, Relationship between Business and Government, Economic Role of</p>

	<p>Government. FEMA, Competition Act, SEBI & Consumer Protection Act, 1986 with latest amendments</p> <p>Socio-Cultural Environment: Nature and Impact of Culture on Business, Social Responsibilities of Business, Social audit, Emergence of Middle Class and its influence on Business</p> <p>Natural Environment: Ecological Issues and Indian Business.</p> <p>Technological Environment: Innovation, The Technological Policy, Features & Impact of Technology on Business, Role of Research & Development in Business, import of technology and Problems relating to it, Current Status of technology in India</p>
Required Texts	Business Environment by Yashmin Sofat Vinayak & Naib Singh (Kalyani Publications)
Suggested Texts, Reading, and Materials	<ol style="list-style-type: none"> 1. Cherunilam, Francis; Business Environment- Text and Cases, Himalaya Publishing House. 2. Aswathappa, K.; Essentials of Business Environment, Himalaya Publishing House. 3. Fernando, A.C.; Business Environment, Pearson Education. 4. Dutt & Sundaram; Indian Economy, S. Chand & Sons. 5. Paul, Justin; Business Environment–Text and Cases, Tata McGraw Hills Pvt.Ltd. 6. Adhikary, M; Economic Environment of Business, Sultan Chand & Sons.
Pedagogy for Course Delivery	The course will be delivered with the help of lectures accompanied by student interactions in the form of role plays, situation analysis, presentations and decision-making activities such as case studies. The cases mentioned in the syllabus will be discussed in class for the better understanding of the topics. However, the faculty in charge shall give extra case studies for further analysis and synthesis of the topic. These case studies, exercises or role plays shall be faculty specific.
Evaluation Criteria	The Course-level Assessment includes continuous internal assessment having weightage of 20%. Various mechanisms for continuous assessment criterion comprise of mid-semester tests, attendance, presentations and assignments.

Course Title : Entrepreneurship and Small Business Management Course code : BBA 304	
Course Outline	To familiarize the budding entrepreneurs with the competencies and qualities of successful entrepreneurs and to help learners understand various issues involved in setting up a private enterprise and develop required entrepreneurial skills in economic development.
Course Outcome	CO1: To understand the concept of entrepreneurship and theories related to subject. CO2: To develop the ability of analysing various aspects of entrepreneurship and development of entrepreneurial competencies. CO3: To make the students aware of the pattern of entrepreneurship development and small scale business management. CO4: To contribute to the entrepreneurial and managerial potential of the students.
Student Learning Outcomes	<ol style="list-style-type: none"> 1. The students will be able to know the importance of innovation in their ideas. 2. Case study teaching to know about real life entrepreneurial struggles 3. Students are able to create presentations and business plans that articulate and apply financial, operational, organizational, market, sales knowledge etc. 4. Students increase their awareness, give presentations, perform role plays which are necessary to increase confidence, improve communication and problem-solving skills and identify personal purpose.
Course contents/Syllabus	As prescribed by Panjab University; Entrepreneurship- Entrepreneur, Entrepreneurship, Definition, Characteristics, Need, Theories, difference between entrepreneur and self employed person- entrepreneur and manager, Intrapreneurship, Socio-Economic role of Entrepreneurship; Role of Entrepreneurship in Economic Development Entrepreneurial Motivation: Entrepreneurial Motivation, Internal and External factors affecting motivation, Relation of Entrepreneurial Motivation and Entrepreneurial Behaviour Entrepreneurial Competencies: Essential competencies of entrepreneur; Entrepreneurial Development Programmes: EDP's, relevance and achievements; Role of Government in organizing EDP's, Critical Evaluation; Project Identification and Project Plan: Considerations in Product/Project Selection, Market survey, Project Classification, Writing a Project Plan/Proposal;

	<p>Project Appraisal and Documentation: Project Appraisal Criteria, Various formalities for</p> <p>Project Appraisal and clearance for availing financial support</p> <p>Small Business: Small Business as a Seed Bed of Entrepreneurship: Evolution and development of Small Business, SSI, concept, definition, characteristics, classification, advantages and problems; Role of Small Business in the national economy</p> <p>The Start-Up Process: Procedure for setting up a small scale unit; Planning, Implementation, Initial Strategic Planning,</p> <p>Management Process in Small Business: Product and Marketing Scope, Legal and Tax consideration, Risk analysis and financial considerations. Profit Planning; National Policies for small business development: Governmental and Non-Governmental policies and assistance in setting up SSI, Institutional support to small entrepreneurs from NSIC, SIDO and TCOs for entrepreneurship development in India</p>
Required texts	<p>Zimmerer Scarborough “Essentials of Entrepreneurship and Small Business Management” Pearson Publishing</p>
Suggested texts, readings and materials.	<ol style="list-style-type: none"> 1. David, Otes (2004). A Guide to Entrepreneurship. Jaico Books Publishing House, Delhi. 2. Kaulgud, Aruna (2003). Entrepreneurship Management. Vikas Publishing House, Delhi. 3. Cynthia, L. Greene (2004). Entrepreneurship Ideas in Action. Thomson Asia Pvt. Ltd., Singapore. 4. Chandra, Ravi (2003). Entrepreneurial Success: A Psychological Study. Sterling Publication Pvt. Ltd., New Delhi. 5. . Balaraju, Theduri (2004). Entrepreneurship Development: An Analytical Study. Akansha
Pedagogy for course delivery	<p>Interactive sessions, case studies, field visits, management games, role plays, seminars, class presentations, discussions and assignments.</p>
Evaluation Criteria	<p>The course level assessment includes continuous internal assessment having weightage of 20%. Various mechanisms for continuous assessment criteria comprise of mid-semester tests, attendance, presentations and assignments.</p>

Course Title: CONSUMER BEHAVIOUR Course Code: BBA 305	
Course Outline	<p>This course introduces the students to theoretical and conceptual knowledge of consumer behaviour, drawing heavily on both psychological and sociological viewpoints and then, relates it to the practice of marketing. It will present relevant material drawn from psychology, anthropology, social and behavioural sciences within the framework of the consumer decision process and its main influencing factors(individual as well as external)</p>
Course Outcome	<p>CO1: To help the students to think critically, independently, and creatively about consumer behaviour concepts and application.</p> <p>CO2: To guide the students on how to apply these concepts to practical situations and developing effective marketing strategies.</p> <p>CO3: To provide comprehensive knowledge about the subject with relevant examples of how marketers use their knowledge of consumer behaviour in their marketing strategies and furnishing the students to understand the marketing environment.</p>
Student Learning Objectives	<ul style="list-style-type: none"> ● Identify and explain the factors affecting the consumer behaviour. ● Analyse the individual determinants affecting consumer behaviour. ● Explain the effect of perceptual distortion on consumers. Also, explain the elements of perception. ● Analyse the external determinants affecting consumer behaviour. ● Elaborate the traditional as well as modern consumer behaviour models. ● Link the consumer behaviour with the marketing strategy adopted by the marketers.
Course Content/Syllabus	<p>As prescribed by the Panjab University</p> <p>Introduction to Consumer Behavior: Scope and Relevance of Consumer Behavior Studies; Buying Decision Process; Basic Model of Consumer Behavior; Problem Recognition – Methods of Problem Solving; Information Search, Alternative Evaluation and Selection, Outlet</p>

	<p>Selection and Purchase, Post Purchase Behavior and Customer Satisfaction, Role of Involvement. Individual Determinants of Consumer Behaviour: Role of Motivation; Personality and Self Concept; Attention and Perception; Consumer Learning; Consumer Attitudes – Formation and Change; Consumer Values and Lifestyles. External Determinants of Consumer Behavior: Influence of Culture and Subculture; Social Class; Reference Groups and Family Influences; Diffusion of Innovations.</p> <p>Consumer Decision Process: Problem Recognition; Search and Evaluation of Alternatives; Purchase Process; Post Purchase Behaviour and Cognitive Dissonance. Models of Consumer Behaviour; Researching Consumer Behaviour; Online Customer Behaviour. Diversity of Consumer Behaviour; Role of Consumer Behaviour in Marketing Strategy.</p>
Required Texts	<ul style="list-style-type: none"> • Schiffman L.G. and Kanuk L.L., Consumer Behaviour, 9th Edition, Prentice Hall of India, New Delhi
Suggested Texts, Readings & Materials	<ol style="list-style-type: none"> 1. Schiffman L.G. and Kanuk L.L., Consumer Behaviour, 9th Edition, Prentice Hall of India, New Delhi 2. Assel Henry, Consumer Behaviour, Biztantra, New Delhi. 3. Engel, Blackwell, Consumer Behaviour 4. Satish Batra & S. H. H. Kazmi: Consumer Behavior Text & Cases (Excel)
Pedagogy for Course Delivery	<p>Quiz, Role plays, Interactive sessions, Management games, Case studies, Tutorials, Seminars, Class presentations, Extensive research projects</p>
Evaluation Criteria	<p>The course level assessment includes continuous internal assessment having weightage of 20%. Various mechanisms for continuous assessment are mid-semester tests, presentations, assignments and attendance.</p>

Course Title: SALES AND LOGISTICS MANAGEMENT	
Course code: BBA 306	
Course Outline	The purpose of this subject is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels
Course Outcome	CO1: To enable the students to develop sound sales policies. CO2: To enable student to understand the nature of market and deciding the sales force accordingly. CO3: To provide the students a comprehensive knowledge about how to decide preeminent distribution channels for market CO4: To create awareness regarding strategies embraced by eminent companies for enhancing their sales
Student Learning Outcome	1. To Explain sales quota, its factors of determining sales quota along with methods 2. To understand the importance of Sales management. 3. Factors affecting the selection of channel of distribution. 4. Sales budget and steps involved in formation of sales budget 5. Awareness about steps should be taken for designing sales territory.
Course Content/ Syllabus	As prescribed by the Panjab University; Introduction to Sales Management & Importance of Sales Force. Functions of sales manager. Nature and importance of Personal Selling and Salesmanship, objectives and theories of personal selling. Sales forecasting Methods, Sales Budget - Importance, Process of Sales Budget, Uses of sales budget, Sales territory considerations in allocation of sales territory, Sales Quota, Objectives, Principles of Ceiling Sales Quota, Administration of Sales Quota, Uses of Sales Quota. Physical Distribution: Meaning, Organization & Management. Channels of Distribution: Its functions, selection & motivation of intermediaries. Market Logistics and supply chain management - Transport system, inventory and warehousing. Distribution warehousing: Its modern Concepts, Functions, Types & features of warehousing, Locations, Automation in warehousing. International Sales and Distribution management.
Required Text, Suggested Texts, Readings and Materials	1. Sales Management. Text and cases, Krishna K. Havaldar, V M Cavale, McGraw Hill. 2. Sales and Distribution Management, Tapan K. Panda, Sunil Sahadev. Oxford University Press. 3. Sales and Distribution Management. Text and cases. With SAP Applications. An Indian Perspective. Dr. S L Gupta. Excel Books. 4. Sales Management. Joseph F. Hair, Rolph E. Anderson, Rajiv Mehta, Barry J. Babin, Cengage Learning.

	5. Salesmanship and Publicity. Rustom S Davar, Sohrab R Davar, Nusli R Davar. Vikas Publishing House Pvt Ltd.
Pedagogy for Course delivery	Tutorials, Interactive Sessions, Presentation method, Case studies, Extensive research projects - the course is covered by a adopting a combination of lecture method, class presentations, and self study approach.
Evaluation Criteria	The course level assessment includes continuous internal assessment having weightage of 20%. Various mechanisms include mid semester tests, presentations and assignments and attendance contributing to internals assessment criterion.

Course Title : INDUSTRIAL RELATIONS AND LABOUR LEGISLATIONS	
Course code : BBA 310	
Course Outline	This subject aims at providing an in-depth knowledge of the concepts, objectives, significance and theoretical dimensions of industrial relations. The course covers industrial conflicts, Grievances and procedures to resolve them, provisions contained in various statutes like ID act, 1947, Trade Union Act, 1926 and some wage legislations.
Course Outcome	CO1: Students should able to elaborate the concept of Industrial Relations. CO2: The students should able to illustrate the role of trade union in the industrial setup. CO3: Students should able to outline the important causes & impact of industrial disputes. CO4: Students should able to elaborate Industrial Dispute settlement procedures. CO5: Student should be able to summarize the important provisions of Industrial disputes Act, 1947, Trade Unions Act, 1926 and Wage Legislations in reference to Payment of Wages Act 1936, Minimum Wages Act 1948.
Student Learning Outcomes	<ul style="list-style-type: none"> • Awareness of the present state of Industrial relations in India. • Acquaintance with the concepts, principles and issues connected with trade unions, collective bargaining, industrial conflicts, grievance redressal, and employee discipline and dispute resolution. • Understanding the various processes and procedures of handling Employee Relations. • Knowledge about legal provisions related to industrial relations management in India.
Course Contents/Syllabus	As prescribed by Punjab University UNIT-I Industrial Relations: Concepts, Objectives, Scope, Importance, Participants, Essentials of effective Industrial Relations, Factors affecting Industrial Relations, Constraints of IR. Approaches of IR: Systems Approach, Oxford Approach, Industrial Sociology Approach, Action Theory Approach, Marxist Approach, Pluralist Approach, Human Relations Approach, Gandhian Approach, Psychological Approach, Sociological Approach, Socio-ethical Approach Industrial Conflicts: Nature, Form, Causes, Effects

	<p>Collective bargaining: Nature and functions; Types of bargaining; Collective bargaining in the Indian context; Negotiating a collective bargaining agreement.</p> <p>Grievance administration: Concept, Procedure, Guidelines, Discipline</p> <p>UNIT-II</p> <p>Industrial Disputes Act, 1947: Introduction, Scope, Objectives, Definitions, Modes of settlement of Industrial Disputes (Conciliation, Adjudication, Arbitration), Provisions regarding Strikes, Lock-outs, Layoff and Retrenchment.</p> <p>Trade Unions Act, 1926: Introduction, Objectives, Provisions regarding Registration of Trade Union, Cancellation of Trade Union, Duties, Liabilities, Rights & Privileges of a Registered Trade Union.</p> <p>Payment of Wages Act, 1936: Introduction, Scope, Objectives, Definitions, Rules of payment of wages and deductions from wage.</p> <p>Minimum Wages Act, 1948: Meaning of ‘wage’ under the Act, Procedure for fixing Minimum Wage, Obligation of employer to pay Minimum Wage, Authorities and Remedies under the Act.</p>
Required Texts	<ul style="list-style-type: none"> • Dr. C.B. Mamoria and Dr. Satish Mamoria, Dynamics of Industrial Relations, Himalaya Publications.
Suggested Texts, Readings, & Material	<ol style="list-style-type: none"> 1. Dr. C.B. Mamoria and Dr. Satish Mamoria, Dynamics of Industrial Relations, Himalaya Publications. 2. P. Venkataramana, Industrial Relations, APH Pub. Corp. 3. T.N. Chabbra and R.K. Suri, Industrial Relations – Concepts & Issues, DhanpatRai & Company. 4. ArunMonappa, Industrial Relations, Tata McGraw Hill. 5. S C Srivastava, Industrial Relations and Labor Laws, Vikas Publishing House. 6. P.R.N.Sinha, InduBala Sinha & SeemaPriyadarshiniShekhar, Industrial Relations, Trade Unions, and Labor Legislation, Pearson Publishing House. 7. B.D.Singh, Industrial Relations and Labor Laws, Excel Books
Pedagogy for Course Delivery	Interactive sessions, tutorials, case studies, class presentations, subject quiz etc.
Evaluation Criteria	<p>20% marks in each paper will be internal assessment based on the following parameters:</p> <p>Mid-Semester Test : 50%; Academic Activity : 30% (Seminar, Project & Assignment) Attendance : 20%</p> <p>80% marks in each paper will be external assessment based on final written examination held by the university.</p>

Course Title : FINANCIAL STATEMENT ANALYSIS	
Course code : BBA 307	
Course Outline	Financial statement analysis is an introductory course that helps the students to understand the each component of Annual Report of an Indian company.
Course Outcome	CO1: The objective of the paper is to help the students develop knowledge and understanding of financial statement analysis; different tools and techniques of financial analysis and its practical application in the published financial reports of the companies.
Student Learning Outcomes	<ul style="list-style-type: none"> • On completion of this course, the students will be able to: Understand the contents of Annual Report in detail. • Acquire knowledge related to various tools and techniques of financial analysis. • Identify the roles, skills and functions of corporate governance. • Analyse effective application of knowledge to diagnose and solve financial problems and develop optimal financial decisions.
Course content/Syllabus	<p>As prescribed by Panjab University</p> <p>UNIT I</p> <p>Financial statement analysis: Comparative statements- Meaning and Preparation of Income Statement and Balance Sheet; Common Size statements – Meaning; Trend Analysis; Value Added statement – Meaning and Preparation of Value Added Statement; Introduction to concept of Extensible Business Reporting Language (XBRL). Ratio analysis: Meaning and Functional Classification of ratios; (Profitability, Liquidity, Leverage, Turnover, Market Strength Analysis and Coverage), Calculation and Interpretation of Ratios from Balance Sheet and Income Statement. Understanding financial statements of manufacturing and service organizations</p> <p>Unit II</p> <p>Contents of corporate annual reports: Understanding the Contents of Corporate Annual Reports; Directors Report; Management Discussion Analysis; Balance Sheet; Cash flow Statement; Significant Accounting Policies; Notes to Accounts; Auditors Report and Global Reporting Initiatives Corporate governance: Understanding the contents of annual report on corporate governance with reference to Board of directors, Audit committee, Disclosure and Compliance for corporate Governance and Corporate Social Responsibility.</p>
Required Text	R.K.Sharma, Shashi -K. Gupta, Neeti Gupta ‘Management

	Accounting'
Suggested Text, readings and Materials	<ol style="list-style-type: none"> 1. Rao M.: Financial Statement Analysis and Reporting, PHI Learning Pvt ltd 2. Mukherjee A. & M. Hanif: Corporate Accounting, Tata McGraw Hill. 3. Maheshwari S.N & S.K. Maheshwari: Corporate Accounting, Vikas Publication 4. Shah P.: Basic Financial Accounting for Management, Oxford University Press 5. Foster, George Financial Statement Analysis, 2nd ed., Pearson Education Pvt Ltd
Pedagogy for Course Delivery	Lectures, Group Discussions, Case studies, Assignments and quiz
Evaluation Criteria	20% marks will be internal assessment based on the Mid-Semester Test, Academic Activity (Seminar, Project & Assignments) and Attendance . 80% marks will be external assessment based on performance in examinations conducted by Panjab University.

Course Title: INVESTMENT MANAGEMENT	
Course Code: BBA 308	
Course Outline	The paper aims at providing the students a comprehensive knowledge about security analysis and portfolio management and equipping for taking profitable investment decisions.
Course Outcome	<p>CO1. Students will understand the characteristics of different financial assets such as money market instruments, bonds, and stocks, and how to buy and sell these assets in financial markets.</p> <p>CO2. Students will understand the benefit of diversification of holding a portfolio of assets, and the importance played by the market portfolio.</p> <p>CO3. Students will know how to apply different valuation models to evaluate fixed income securities, stocks, and how to use different derivative securities to manage their investment risks.</p>
Student Learning Outcomes	<p>On the successful completion of this course, the students should be able to</p> <ol style="list-style-type: none"> 8. List given types of financial instruments and explain how they work in detail. 9. Relate key facts of the managed fund industry. 10. To apply fundamental analysis for long term stock selection. 11. Explain the fundamental drivers of diversification as an investment strategy for investors. 12. To apply technical analysis for day trading and swing trading. 13. Discuss measures of portfolio risk-adjusted performance in detail and critically analyze the key challenges in employing them. 14. Competently identify established risk management techniques used by individual investors and corporations. 15. Demonstrate an understanding of the overall role and importance of the finance function.
Course Contents/Syllabus	<p>As prescribed by Panjab University.</p> <p>UNIT1: Investment – Meaning, Nature, Objectives and Process; Investment Avenues; Investment vs. Gambling; Investment vs. Speculation. Security Analysis – Meaning of Security Analysis Fundamental Analysis – Economic Analysis; Industry Analysis and Company Analysis Technical Analysis – Theoretical Framework; Charts- Candlestick Chart, Line Chart and Open High Low Close Chart; Overlays- Support, Resistance and Trend Line; Market Indicators Advance Decline Index, Absolute Breadth Index and Traders’ Index, Price Indicators- Relative Strength Index, Average Directional Index and Momentum, and Volume Indicators- On Balance Volume.</p>

	<p>UNIT- II</p> <p>Portfolio Management – Concept and Markowitz Model Portfolio Selection – Overview of Capital Market Line, Security Market Line, Capital Asset Pricing Model and Arbitrage Pricing Theory Portfolio Performance Evaluation – Sharpe, Treynor and Jensen Models</p>
Required Texts	<ol style="list-style-type: none"> 1. Security Analysis and Portfolio Management: S. Kevin, PHI Learning Private Ltd., New Delhi 2. Security Analysis and Portfolio Management: S K Singla, Manisha Gupta, Ruchika Jain, VK Publishers, New Delhi
Suggested Texts, Readings, & Materials	<ol style="list-style-type: none"> 1. Investment Management by V.K.Bhalla – S. Chand Publishing 2. Investment Management by Preeti Singh – Himalaya Publishing. 3. Security Analysis and Portfolio Management by Dr.PunithavathyPandian – Vikas Publishing House. 4. Security Analysis and Portfolio Management by Fischer and Jordan – Pearson Publications 5. Investment Analysis and Portfolio Management by Prasanna Chandra – Tata McGraw Hill.
Pedagogy for Course Delivery	<p>The course is covered by adopting a combination of PowerPoint Presentation, Subject Quiz, Case Studies, Real time Chart Reading, Virtual Portfolio Building, Assignments, Portfolio Evaluation and self-study sessions.</p>
Evaluation Criteria	<p>The Course-level Assessment includes continuous internal assessment having weightage of 20%. Various mechanisms for continuous assessment criterion comprise mid-semester tests, attendance, presentations and assignments.</p>

Course Title: BUSINESS POLICY AND STRATEGY	
Course Code: BBA 321	
Course Outline	The course structure gives an insight into the strategic planning process done by organizations. The student is required to learn basics of that how a strategy is formed and finally implemented by organizations.
Course Outcome	<p>To introduce the concepts of strategic management and understand its nature in competitive and institutional landscape</p> <p>2. To provide an underpinning of</p> <p>a. Strategy formulation process and frameworks, tools and techniques of strategic analysis and its application.</p> <p>b. Key business issues/challenges/problems of business in light of dynamic business environment.</p> <p>c. Strategy execution process, framework and its criticality.</p> <p>d. Assessing strategic performance of a firm</p> <p>e. Appreciation of theoretical and empirical foundation of SM background</p>
Student Learning Outcomes	<p>1. Students will be able to describe major theories, background work, concepts and research output in the field of strategic management.</p> <p>2. Students will demonstrate a clear understanding of the concepts, tools & techniques used by executives in developing and executing strategies and will appreciate its integrative and interdisciplinary nature.</p> <p>3. Students will be able to demonstrate effective application of concepts, tools & techniques to practical situations for diagnosing and solving organisational problems.</p> <p>4. Students will be able to demonstrate capability of making their own decisions in dynamic business landscape.</p> <p>5. Students will be able to develop their capacity to think and execute strategically.</p>
Course Contents/Syllabus	<p style="text-align: center;">UNIT-I</p> <p>Definition, nature scope and importance of strategy and strategic management. Strategic decisionmaking. Process of strategic management and levels at which strategy operates. Defining strategic intent: Vision, Mission, Business definition, Goals and Objectives.</p> <p>Environmental Appraisal—Concept of environment, components of environment (Economic, legal, social, political and technological). Environmental scanning techniques- ETOP, QUEST and SWOT (TOWS).</p> <p>Internal Appraisal: The internal environment, organizational capabilities in various functional areas. Methods and techniques used for organizational appraisal (A brief overview of: Value chain analysis, Financial and non financial analysis, historical analysis,</p>

	<p>Industry standards and benchmarking, Balanced scorecard and key factor rating).</p> <p>Corporate level strategies -Stability, Expansion, Retrenchment and Combination strategies.Corporate restructuring. Concept of Synergy.Mergers&Acquisitions.Corporate Restructuring.</p> <p style="text-align: center;">UNIT- II</p> <p>Business level strategies- Porter’s framework of competitive strategies.Differentiation and Focus strategies.Concept, importance, Building and use of Core Competence.</p> <p>Strategic Analysis and choice-Corporate level analysis (BCG, GE Nine-cell, McKinsey’s 7-S Framework).Industry level analysis, Porter’s five forces model.</p> <p>Strategy implementation: Resource allocation, Projects and Procedural issues. Organisation structure and systems in strategy implementation.</p> <p>Strategic control and operational Control. Organisational systems and Techniques of strategic evaluation.</p>
Required Text	Strategic Management, Kalyani Pub, Kakkar, Sachdeva
Suggested Texts, Readings, & Materials	<ol style="list-style-type: none"> 1. William J Gluek&Jauch G&J, Business Policy & Strategic Management, Tata McGraw Hill 2. Kazmi, Business Policy & Strategic Management, Tata McGraw Hill 3. Thomson & Strickland, Strategic Management: Concept &Cases , Tata McGraw Hill 4. Ghemawat, Strategy &The Business Landscape, Pearson Education Asia 5. Johnson & Scholes, Exploring Corporate Strategy, Prentice Hall India
Pedagogy for Course Delivery	<ol style="list-style-type: none"> 1. Interactive sessions 2. Classroom discussions 3 Assignments and classroom presentations
Evaluation Criteria	The course level assessment includes continuous internal assessment having weightage of 20 percent. Various mechanisms for continuous criterion comprise mid-semester tests, attendance, presentations and assignments.

Course Title: PRODUCTION AND OPERATIONS MANAGEMENT	
Course Code: BBA 322	
Course Outline	This course aims to impart knowledge regarding production and operation management tools, techniques and processes and familiarize students how to take managerial decisions with respect to production function
Course Outcome	CO1: To understand the importance of Production management and operation management. CO2: To enable student to learn different techniques used in japan for zero defects products CO3: To explain how to take managerial decisions with respect to production functions. CO4: To create awareness about quality management, maintenance management
Student Learning Outcome	1. To explain relationship between Production management and operation management. 2. To analyze modern productivity technique 3. To understand techniques for product design and development. 4. To understand layout planning 5. To make awareness about factors affecting factory location.
Course Content/ Syllabus	As prescribed by the Panjab University; Introduction to Production and Operations Management: Concepts, Functions, Scope, Types of Production System. Product Design and Development: Product Design and its Characteristics, Product Development Process, Product Development Techniques. Facility Location and Layout: Facility Location – Importance, Factors in Location Analysis, Location Analysis Techniques, Facility Layout – Objectives, Advantages, Basic Types of Layouts Production Planning & Control (PPC): Concepts, Objectives, Steps Work Study - Productivity; Method Study; Work Measurement. Production Techniques: Introduction to modern productivity techniques-Just in Time, Kanban system, Total Quality Management and Six Sigma.Make or Buy decisions. Inventory Control and Management,Purchase Management - Objectives; Functions; Methods; Procedure Stores Management - Types of Stores; Functions; Coding Methods Inventory Management - Concepts; Classification; Objectives; Factors Affecting Inventory Control Policy; Inventory Costs; Inventory Control tools and techniques Quality Management and Statistical Quality Control,Maintenance Management - Concepts; Objectives; Functions; Types of

	Maintenance TQM, Quality Specification, Design Meaning and objectives of Statistical Quality Control.
Required Text, Suggested Texts, Readings and Materials	<ol style="list-style-type: none"> 1. Nair, Production & Operation Management, Tata McGraw Hill 2. Adam & Ebert, Production & Operation Management, Prentice Hall India 3. Krajewski&Ritzman, Operations Management Pearson 4. Buffa&Sarin, Modern Production/Operations Management, John Wiley 5. Muhleman, Production and Operations Management, Pearson Education. 6. B. Mahadevan, Operations Management, Theory and Practical, Pearson Education. 7. Kachru, Upender, Production and Operation Management, Excel Books. 8. Chary, S.N and Paneerselvam R., Production and Operations Management, McGraw Hill Ed 9. Stevenson, W. J, Operations Management, McGraw Hill Education. 10. Gaither, Norman and Frazier, G., Operations Management, Cengage Learning.
Pedagogy for Course delivery	Tutorials, Interactive Sessions, Presentation method, Case studies, Extensive research projects - the course is covered by a adopting a combination of lecture method, class presentations ,industrial visits and self study approach.
Evaluation Criteria	The course level assessment includes continuous internal assessment having weightage of 20%. Various mechanisms include mid semester tests, presentations and assignments and attendance contributing to internals assessment criterion.

Course Title: SOCIAL AND ETHICAL ISSUES IN BUSINESS	
Course Code: BBA 323	
Course Outline	The objective of this paper is to familiarize the students with the importance of ethics in business and understanding of issues related to corporate social responsibility and corporate governance.
Course Outcome	CO1: To make students understand the importance of ethics in business. CO2: To comprehend the ethical theories. CO3: To understand the ethical issues in Indian Business, prime characteristics of an Ethical business and also how globalization has affected the Business Ethics and other related issues. CO4: To understand the concept and issues related to corporate social responsibility and corporate governance.
Student Learning Outcomes	<ul style="list-style-type: none"> • With the study of this subject, students would be able to understand the relevance of ethical conduct in business and other related issues. • Also the importance of ethics in this era of globalization is to be understood. • Students also studies and understands the concept and issues related to corporate social responsibility and corporate governance including recommendations by OECD and other significant committees.
Course Contents/Syllabus	As prescribed by the Panjab University; Business Ethics: Meaning and Concept, Principles of Business Ethics, Characteristics of Ethical Organizations, Theories of Business Ethics, Globalization and Business Ethics, Stakeholder's Protection, Corporate Governance and Business Ethics. Ethical Issues in Indian Business. Corporate Social Responsibility: Social Responsibility of business with respect to different stakeholders, Arguments for and against social responsibility of business, Social Audit, Corporate Social Responsibility and Corporate Governance. Corporate Governance: Conceptual framework of Corporate Governance, Need for Corporate Governance, Benefits, Historical background, Theories of Corporate Governance, OECD principles, Cadbury Committee Report, Corporate Governance Vs Corporate Excellence, Corporate Governance Reforms and Initiatives in India.
Required Texts	<ul style="list-style-type: none"> • S S Khanka, <i>Business Ethics</i> and Corporate Governance (Principles and Practices), S. Chand. • J.P. Sharma, Corporate Governance, Business Ethics & CSR, Ane Books Pvt. Ltd., New Delhi.
Suggested Texts, Readings, & Materials	<ol style="list-style-type: none"> 1. J.P. Sharma, Corporate Governance, Business Ethics & CSR, Ane Books Pvt. Ltd., New Delhi. 2. Bob Tricker, Corporate Governance – Principles, Policies and Practice (Indian Edition), Oxford University Press, New Delhi. 3. Andrew Crane, Dirk Matten, Business Ethics, Oxford University Press, New Delhi.

	<p>4. Daniel Albuquerque, Business Ethics, Principles and Practices (Indian Edition), Oxford University Press, New Delhi</p> <p>5. D Getta Rani and R K Mishra, Corporate Governance – Theory and Practice, Excel Books, New Delhi.</p> <p>6. Christine A Mallin, Corporate Governance (Indian Edition), Oxford University Press, New Delhi.</p> <p>7. Fr. Floriano C. Roa, Business Ethics and Social Responsibility, Rexestore.</p> <p>8. O. C. Ferrell, John Fraedrich, Linda Ferrell, Business Ethics: Ethical Decision Making & Cases, Cengage Learning</p> <p>9. Michael Blowfield, Alan Murray, Corporate Responsibility – A Critical Introduction, Oxford University Press, New Delhi.</p>
Pedagogy for Course Delivery	Classroom teaching, Tutorials, Interactive Sessions, Guest lectures by Experts from Industry, Case Studies, Seminars, and Classroom presentations by students on contemporary topics related to Corporate Social Responsibility/ethical/unethical practices followed by Indian and Foreign Companies.
Evaluation Criteria	The Course-level Assessment includes continuous internal assessment having weightage of 20%. Various mechanisms for continuous assessment criterion comprise of mid-semester tests, attendance, presentation and assignments.

Course Title: Advertising and Brand Management Course Code: BBA 325	
Course Outline	<p>This subject deals with advertising and brands- why they are important, what they represent to consumers, and what organizations should do to manage them properly. The objective is to provide a sense for the content and context of advertising planning and management by highlighting the key advertising decisions and strategies. It also addresses the topic of brand management while taking a detailed look at what consumers know about brands, what marketers want them to know and how marketers can develop procedures to assess how well they are doing.</p>
Course Outcome	<p>CO1 : To clarify the conceptual and theoretical framework of the marketing environment which is comprehensive and cohesive.</p> <p>CO2: To provide compendious knowledge of advertising and brand management that students shall find intriguing and important.</p> <p>CO3: To equip the students with well grounded comprises of past and present marketing activities and case studies so that they can better understand the marketing environment.</p>
Student Learning Outcomes	<ol style="list-style-type: none"> 1. Analyse and evaluate the social and economic aspects of advertising. 2. Explain the various models of integrated marketing communications. 3. Elaborate the various methods used for measuring advertising effectiveness. 4. Explain the cost-based, price-based and consumer-based methods of measuring brand equity. 5. Construct various brand personalities of high-end brands in the automobile industry. Also, explain the formulation of brand personality in this context. 6. Explain the terms points of parity and points of difference. Also, illustrate what role they play while positioning the brand in the market.
Course Content/ Syllabus	<p>As prescribed by the Panjab University</p> <p>Advertising & Advertising Management: Introduction, scope, need & importance; types &</p> <p>classification of advertisement, advertising & the promotion mix, Role of advertising in Social & Economic development, Ethics in Indian advertising.</p> <p>Advertising Planning: Advertising Objectives- DAGMAR, determining advertising budgets: percentage of sales method, objective to task method, competitive parity & all you can afford; Advertising planning and strategy, creative strategy development and implementation. Media planning & Scheduling:</p>

	<p>broadcast & non-broadcast media; Key factors influencing media planning; setting media objectives, media decisions; media class, media vehicle & media option; Scheduling: flighting, pulsing & continuous; developing media strategies, evaluation of different media and media selection, media buying, measuring advertising effectiveness</p> <p>Brands and Brand Management: concept, nature, importance, brand evolution, brand life cycle, brand v/s generics, associating feelings with a brand; branding challenges and opportunities; Brand Identity: conceiving, planning and executing (Aaker model); Brand Loyalty: concept and measures of brand loyalty Brand Equity: concept and measures of brand equity, cost, price and consumer based methods, sustaining brand equity. Brand Personality: concept, measures and formulation of brand personality; Brand Image Vs Brand Personality</p> <p>Brand Positioning: Concept, repositioning, Celebrity Endorsement, Brand Extension, Differential Advantage, Strategies for Competitive Advantage, Brand Pyramid.</p>
Required Texts	Syal, Ginni & Ahuja, Prerna (2020) Advertising and Brand Management, Kalyani Publishers
Suggested Texts, Readings and Materials	<ol style="list-style-type: none"> 1. Belch, G.E. & Belch, M. A. (2009). Advertising and Promotion - An Integrated Marketing & Communication Perspective. Mcgraw-Hill Irwin. Eighth edition 2. Kotler L. K. et. al. (2015). Strategic Brand management- Building, Measuring and Managing Brand Equity. Pearson India Education Services Pvt. Ltd. Fourth edition 3. Sharma, S. & Singh, R. (2006). Advertising Planning and Implementation. Prentice Hall of India Pvt. Ltd. First edition 4. Verma, H. V. (2006). Brand Management text and cases. Excel books. ISBN: 81-7446-480-8. Second edition 5. Philip Kotler. Marketing Management. A South Asian Perspective. 15th edition
Pedagogy for Course Delivery	Quiz, Role plays, Interactive sessions, Management games, Case studies, Tutorials, Seminars, Class presentations, Extensive research projects
Evaluation Criteria	The course level assessment includes continuous internal assessment having weightage of 20%. Various mechanisms for continuous assessment are mid-semester tests, presentations, assignments and attendance.

Course Title: RETAIL MARKETING	
Course Code: BBA 326	
Course Outline	The objective of the course is to develop marketing competencies in retailing and retail consulting. The course is designed to prepare students for positions in the retail sector or positions in the retail divisions of consulting companies. Besides learning more about retailing and retail consulting, the course is designed to foster the development of the student's critical and creative thinking skills
Course Outcome	<p>CO1: To provide the students a comprehensive knowledge and Understanding the concept of successful retail marketing and ability to face the challenge in retail marketing.</p> <p>CO2: To make the students appreciate the concepts, functions and techniques of the craft of retail marketing.</p> <p>CO3: Identify critical issues in retail design including the nature of products and markets, and creating customer value</p> <p>CO4: To provide an in-depth appreciation and understanding of the unique challenges inherent in managing retail marketing</p> <p>CO5: To promote a customer-service oriented mindset.</p>
Student Learning Outcomes	<ol style="list-style-type: none"> 1. The students will be able to provide a theoretical and practical basis for assessing retail marketing using company examples 2. To explain, describe and utilise key frameworks and concepts. 3. To explain CRM, Location analysis and merchandise management 4. Effectively understand what merchandise pricing signifies. 5. Identify critical issues with traditional retailing
Course Contents/Syllabus	<p>Unit I Introduction to Retailing: Definition, Characteristics, emerging trends in retailing, Evolution of retailing in India, Factors behind the change of Indian retail industry. Retail Formats: Retail institutions by ownership, Retail institutions by Store-Based Strategy Mix, Web, Non-store based, and other forms of Non-traditional Retailing. Choosing a Store Location: Trading-Area analysis, characteristics of trading areas, Site selection, Types of locations, location and site evaluation. Store Planning: Design & Layout, Retail Image Mix, effective retail space management, floor space management</p> <p>Unit II Retail Marketing: Retail Marketing Mix, Advertising & Sales Promotion, Store Positioning, CRM. Retail Merchandising: Buying Organization Formats and Processes, Devising Merchandise Plans, Shrinkage in retail merchandise management, Markup & Markdown in merchandise management Merchandise Pricing: Concept of Merchandise Pricing, Pricing Objectives, External factors affecting a retail price strategy, Pricing Strategies, Types of Pricing. Retail Operation: Elements/Components of Retail Store Operation, Store Administration, Store Manager –Responsibilities, Inventory Management, Customer Service, Management of Retail Outlet/Store, Store Maintenance, Store Security.</p>

Required Texts	<ul style="list-style-type: none"> • Retail Marketing (Kalyani Publishers)
Suggested Texts, Readings, & Materials	<ol style="list-style-type: none"> 1. Berman & Evarv: Retail Management, Prentice Hall. 2. Gibson G Vedamani: Retail Management: Functional principles & practices, Jaico Publishing House. 3. Cullen & Newman: Retailing – Environment & Operations, Cengage Learning EMEA
Pedagogy for Course Delivery	<p>Video presentations, Video interviews, Interactive sessions, Tutorials, Case studies, Management games, Extensive research projects, Seminars, Weekend experience in companies - the course is covered by adopting a combination of lecture methods, class presentation by groups of students, self study sessions, open book tests.</p>
Evaluation Criteria	<p>The Course-level Assessment includes continuous internal assessment having weightage of 20%. Various mechanisms for continuous assessment criterion comprise of mid-semester tests, group presentations, assignments and video interviews to gain first hand information.</p>

Course Title: Human Resource Planning and Performance Management Course code: BBA 329	
Course Outline	Human Resource Planning and Performance Management is an elective course designed for BBA - sixth semester students to facilitate them in having understanding of human resource planning and performance management concepts.
Course Outcome	The objective of this course is to help students in gaining conceptual understanding of human resource planning and performance management within an organization.
Student Learning Outcomes	On completion of this course, the students will be able to: Understand the concepts related to Human Resource Planning. Gain insights into the relevance of career planning and succession planning. Acquire knowledge related to performance management system.
Course content/Syllabus	As prescribed by Panjab University Unit- I Human Resource Planning: Meaning, Features, Factors affecting HRP, Objectives, importance, types. Human resource planning process: HRP Process, techniques of demand and supply forecasting, Problems in HRP and suggestions to effective HRP. Career Planning and Development: Meaning, objectives, individual career planning, elements of career management programme, career stages, benefits and limitations. Succession Planning: importance, challenges, components and suggestions. Unit- II Performance Management: Meaning, pre-requisites, principles, objectives, process, challenges, Performance appraisal and performance management. Performance Planning: Features, objectives, goal setting, expectancy theory, competency mapping. Performance Appraisal: Objectives, methods, limitations, potential appraisal. Ethics in Performance Management: Ethical issues and dilemmas.
Required Text	Geeta Bansal and Rajni Chauhan, 'Human Resource Planning and Performance Management'
Suggested Text, readings and Materials	1. A. S. Kohli and T. Deb, 'Performance Management', Oxford University Press.

	<ol style="list-style-type: none"> 2. Dipak Kumar Bhattacharya, 'Human Resource Planning', Excel Books. 3. Tanuja Agarwala, 'Strategic Human Resource Management', Oxford University Press. 4. V.S.P.Rao, 'Human Resource Management', Excel Books. 5. Gary Dessler and Biju Varkkey, 'Human Resource Management', Pearson Education.
Pedagogy for Course Delivery	Lectures, discussions, case studies
Evaluation Criteria	20% marks will be internal assessment based on the Mid-Semester Test, Academic Activity (Seminar, Project & Assignments) and Attendance . 80% marks will be external assessment based on performance in examinations conducted by Panjab University.

Course Title : COMPENSATION MANAGEMENT	
Course code : BBA 330	
Course Outline	This subject aims at providing an in-depth knowledge of the principles and theoretical dimensions of compensation management. The course covers job analysis, job description, Job design, Job evaluation, components of pay, related laws and recent trends in executive compensation.
Course Outcome	CO1: To help the students understand basics of managing compensation systems of an organization. CO2: To enable understanding the use of compensation systems by management to attract, motivate, retain, and reward employee performance. CO3: To offer students an opportunity to develop competencies in making equitable compensation decisions. CO4: To provide information and skills relevant to analyze, integrate, and apply the knowledge to solve compensation related issues in organizations.
Student Learning Outcomes	<ul style="list-style-type: none"> • Gain fundamental knowledge and comprehension of major concepts, theoretical perspectives, historical trends, and empirical findings related to compensation management. • Ability to relate compensation management to behavioral theories and concepts within the wider context of human resources management. • Ability to describe the process and evaluate the implications of job evaluation. • Ability to identify, understand, evaluate and use the knowledge about recent trends in compensation management.
Course Contents/Syllabus	<p>As prescribed by Punjab University</p> <p>Unit I</p> <p>Compensation management: concept, objectives, principles, importance of good compensation system, factors influencing compensation levels.</p> <p>Theoretical dimensions of Compensation: economic theories, behavioral theories: content theories, process theories.</p> <p>Job Evaluation: meaning, features, importance and methods, job evaluation and performance appraisal.</p> <p>Unit II</p> <p>Components of pay: basic pay, dearness allowance, Incentive plans: features, individual, group incentive plans, profit sharing schemes, Employee Stock Ownership.</p> <p>Fringe benefits: need, objectives, types of fringe benefits, retirement benefits: provident fund, gratuity and pension.</p>

	Executive Compensation: meaning, components, and strategies: skill based pay, competency based pay, broad banding and variable pay system, new trends in compensation
Required Texts	<ul style="list-style-type: none"> • Milkovich, G., Newman, J., and Venkataratnam, C. S., Compensation, Special Indian Edition, McGraw Hill Education.
Suggested Texts, Readings, & Material	<ol style="list-style-type: none"> 1. Armstrong M., and Murlis, H., Reward Management: A handbook of salary administration, Kogan Page, London. 2. Singh, B. D., Compensation and Reward Management, Excel Books. 3. Bhattacharya, D. K., Compensation Management, Second Edition, Oxford University Press. 4. Gerhart B., and Rynes, S. L., Compensation: Theory, Evidence and Strategic Implications, Sage South Asia Paperback Edition. 5. Henderson, R., Compensation Management-Rewarding Performance, Prentice Hall Inc. 6. Milkovich, G., Newman, J., and Venkataratnam, C. S., Compensation, Special Indian Edition, McGraw Hill Education. 7. V.S.P. Rao, Human Resource Management: Text and cases, Excel Books.
Pedagogy for Course Delivery	Interactive sessions, tutorials, case studies, class presentations, subject quiz etc.
Evaluation Criteria	<p>20% marks in each paper will be internal assessment based on the following parameters:</p> <ol style="list-style-type: none"> a. Mid-Semester Test : 50% b. Academic Activity : 30% (Seminar, Project & Assignment) c. Attendance : 20% <p>80% marks in each paper will be external assessment based on final written examination held by the university.</p>

Course Title: COST ACCOUNTING AND ANALYSIS	
Course Code: BBA 327	
Course Outline	The objective of this paper is to provide knowledge to the students about the various components of the cost and techniques of cost control
Course Outcome	<p>CO1: Acquire basic knowledge on cost accounting concepts, elements and classification of cost and overheads, levels of material control, purchase and stores control.</p> <p>CO2: Understand the techniques of costing, preparation of cost sheet, Need for material control, control of idle time of labour, methods of calculation of labour turnover and classification of overheads.</p> <p>CO3: Develop the application skill in drafting a cost sheet, estimation of tender, EOQ, Methods of valuing material issue.</p> <p>CO4: Analyze the various systems of wage payment.</p> <p>CO5: Develop the application skills in applying standard costing system and Variance analysis.</p>
Student Learning Outcomes	<p>On the successful completion of this course, the students should be able to</p> <ol style="list-style-type: none"> 16. Demonstrate mastery of costing systems, cost management systems, budgeting systems and performance measurement systems 17. Demonstrate the need for a balance between financial and non-financial information in decision making, control and performance evaluation applications of accounting. 18. Evaluate the costs and benefits of different conventional and contemporary costing systems. 19. Differentiate methods of schedule costs as per unit of production 20. Differentiate methods of calculating stock consumption 21. Identify the specifics of different costing methods 22. Analyze cost-volume-profit techniques to determine optimal managerial decisions. 23. Apply cost accounting methods for both manufacturing and service industry.
Course Contents/Syllabus	<p>As prescribed by Panjab University.</p> <p>UNIT1: Introduction: Nature, Scope and Advantages of Cost Accounting, Installation of Costing system, Difference between Cost and Financial accounting, Classification of Costs, Material Cost : Purchase, Storage and Control of Material, stock levels, Inventory Control Techniques. Methods of Pricing Material Issues Labour: Meaning and Components of Labour Cost. Concept, Accounting and Control of Idle Time and overtime. Methods of Wage Payment and Incentive Plans, Labour Turunover</p>

	<p>UNIT- II</p> <p>Overheads: Collection, Classification, Allocation, Apportionment and Absorption of Overheads (Primary and Secondary Distribution), Machine Hour Rate. Standard Costing and Variance Analysis.</p>
Required Texts	<p>3. Cost Management: S P Gupta, Ajay Sharma, Jinesh Jain, Sanjay Gupta, VK Publishers, New Delhi</p> <p>4. Cost Management: S P Jain, K L Narang, Simmi Agarwal, Monika Sehgal, Kalyani Publishers, Noida</p>
Suggested Texts, Readings, & Materials	<p>1: JawaharLal, Seema Srivastava: Cost Accounting, Tata McGraw Hill</p> <p>2: S.N.Maheshwari: Cost and Management Accounting, Sultan Chand and Sons.</p> <p>3: N.K.Agarwal: Cost Accounting, SuchitaPrakashanPvt. Ltd.</p> <p>4: Horngren, SrikantM.Datar, George Foster: Cost Accounting, Prentice Hall.</p> <p>5: P.C. Tulsian, Bharat Tulsian: Cost Accounting, S.Chand Publishing</p> <p>6: M.N.Arora: Cost Accounting, Vikas Publishers</p> <p>7: Ravi M. Kishore: Cost Accounting: Taxmann Publications Pvt. Ltd.</p>
Pedagogy for Course Delivery	<p>The course is covered by adopting a combination of lecture method, tutorials, class presentation by groups of students, subject quiz and self-study sessions. Also assignments and real life case studies are given to help students in building their own analysis.</p>
Evaluation Criteria	<p>The Course-level Assessment includes continuous internal assessment having weightage of 20%. Various mechanisms for continuous assessment criterion comprise mid-semester tests, attendance, presentations and assignments.</p>

Course Title : STRATEGIC FINANCIAL MANAGEMENT	
Course code : BBA 328	
Course Outline	Strategic financial management is an advanced course of financial management that helps the students to understand the strategies to manage company's finances with the intention to succeed so that shareholders' value can be maximized.
Course Outcome	CO1: This Course aims at enabling the students to understand various financial management concepts and to apply financial management theories and techniques for strategic decision making and informed analysis. It aims at enabling students to manage basic corporate finance transactions besides investing more profitably and operate more efficiently.
Student Learning Outcomes	<ul style="list-style-type: none"> • On completion of this course, the students will be able to: Understand the strategies to manage company's finance. • Acquire knowledge related to various tools and techniques of strategic financial management. • Identify the roles, skills and functions of strategic financial manager. • Analyse effective application of knowledge to diagnose and solve financial problems and develop optimal financial decisions.
Course content/Syllabus	<p>As prescribed by Panjab University</p> <p>UNIT I</p> <p>Introduction to Strategic Financial Management, Interface of Financial Policy and Strategic Management, Significant references for Strategic Financial Management. Strategic Business Unit, Financing Choices and Decisions: Differences in Financing of Venture Firm, Mature Companies and Firms in High Growth Stage, Deal Structuring and Pricing, IPOs and their Under-pricing. Asset -stripping. Theories of Capital Structure, Leverages, Investment Appraisal Techniques, Capital Rationing.</p> <p>Unit II</p> <p>Financial aspects of Corporate Restructuring, Monitoring the Restructuring Process, Leveraged Buyouts (LBOs), Management Buyouts (MBOs), Spin Offs and Asset Divestitures Financial Engineering. Financial Innovation: Relevance, Drivers and Implications. Ethical Aspects of Strategic Financial Management, Financial Aspects of Supply Chain Management and Distribution Chain Management. Innovative Approach to Internal Cost-Profit Analysis, Valuation of a Business Enterprise.</p>
Required Text	Chandra, Prasanna: Financial Management, Tata McGraw Hill, Delhi.

Suggested readings and Materials	<ol style="list-style-type: none"> 1. Allen, D: An Introduction to Strategic Financial Management, CIMA/Kogan Page, London. 2. Brealey, Richard A. and Myers, Stewart C, Principles of Corporate Finance, Tata McGraw Hill. 3. Damodaran, Aswath, Valuation, John Wiley & Sons. 4. Foster, George, Financial Statement Analysis, Pearson Education Hampton, Jones, Financial Decision Making, PHI, New Delhi. 70 5. Grinblatt, Mark and Titman, Sheridan, Financial Markets and Corporate Strategy, Tata McGraw Hill. 6. Jakhotiya, Dr .Girish: Strategic Financial Management, Vikas Publishing House Limited. 7. Kaplan, Robert S., and Cooper, Robin: Cost & effect: Using integrated cost systems to drive profitability and performance, Harvard Business Press.
Pedagogy for Course Delivery	Lectures, Group Discussions, Case studies, Assignments and quiz
Evaluation Criteria	20% marks will be internal assessment based on the Mid-Semester Test, Academic Activity (Seminar, Project & Assignments) and Attendance . 80% marks will be external assessment based on performance in examinations conducted by Panjab University.