



BHAVAN'S VIVEKANANDA COLLEGE
OF SCIENCE, HUMANITIES AND COMMERCE
Sainikpuri, Secunderabad
Reaccredited with 'A' Grade by NAAC
Autonomous College – Affiliated to Osmania University

Department of Management Studies

Programme Structure of BBA (HBIA) Programme

(For BBA (HBIA) Students who have joined on or after June 2026)

BBA (HBIA) – Semester I						
S. No	Course Category	Course Code	Name of the Course	No of Credits	HPW	CIA + SEE
1	First Language		English I	5	5	30+70
2	Major Core	BBAH181	Principles & Practices of Management	5	5	30+70
3	Major Core	BBAH182	Business Statistics	5	5	30+70
4	Major Core	BBAH183	Basics of Business Economics	5	5	30+70
5	Major Core	BBAH184	Introduction to Information Technology	4	5	30+70
6	Lab	BBAH184P	Introduction to Information Technology Lab	1	2	0+25
			Total	25	26	


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Dept. of Business Management
Osmania University,
Hyderabad-07, T.S., India


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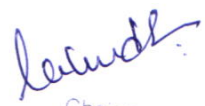
BBA (HBIA) – Semester II

S. No	Course Category	Course Code	Name of the Course	No of Credits	HPW	CIA + SEE
1	First Language		English II	5	5	30+70
2	Major Core	BBAH281	Organizational Behaviour	5	5	30+70
3	Major Core	BBAH282	Financial Accounting	5	5	30+70
4	Major Core	BBAH283	Business Mathematics	5	5	30+70
5	Major Core	BBAH284	Basics of Business Analytics	4	4	30+70
6	Lab	BBAH284P	Business Analytics using MS-Excel Lab	1	2	0+25
			Total	25	26	

BBA (HBIA) – Semester III

S. No	Course Category	Course Code	Name of the Course	No of Credits	HPW	CIA + SEE
1	Major Core	BBA381	Human Resource Management	5	5	30+70
2	Major Core	BBA382	Financial Management	5	5	30+70
3	Major Core	BBA383	Fundamentals of Marketing	5	5	30+70
4	Major Core	BBA384	Introduction to Business Intelligence	5	5	30+70
5	Major Core	BBA385	Descriptive Business Analytics	4	4	30+70
	Lab	BBA385H	Data Visualization using Power BI	1	2	0+25
			Total	25	26	


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Course Code	Course Title	Category	L	P	Credits
BBAH181	Principles and Practice of Management	Major Core	5	-	5

L – Lecture P- Practical

Year	Semester	CIA Marks	SEE Marks	Total
First (I)	First (I)	30	70	100

Course Objectives:

1. To introduce students to the basic concepts, nature and importance of management in modern organizations.
2. To develop understanding of managerial roles, skills, levels of management and functions of management in dynamic business environments including digital and VUCA contexts.
3. To familiarize students with the evolution of management thought and contributions of classical, behavioral and modern management theories.
4. To provide knowledge on planning concepts, planning process and Management by Objectives (MBO) for effective goal achievement.
5. To enhance students' understanding of decision-making processes and conditions of decision making in uncertain business situations.
6. To explain the principles of organizing, delegation, authority relationships and organizational structures.
7. To impart knowledge on staffing and coordination practices for efficient human resource utilization.
8. To develop understanding of controlling mechanisms and the interrelationship between planning and control in managerial effectiveness

Unit I: Nature of Management

(15 Hours)

Management: Meaning, Definition, Nature, Purpose, and Importance- Management as Art, Science & Profession- Management Vs Administration Vs Organization; Levels of Management- Roles & Skills of Managers, (Digital and VUCA environment) Functions of Management-Styles of Manager.


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Unit II: History and Evolution of Management Thought

(15 Hours)

Industrial revolution-Scientific Management-Administrative Management-Contribution of Max Webber - Human Relations Movement (Elton Mayo's Human Relation Movement) - Behavioural school of thought (McGregor's Theory X, Y and William Ouchi Z theory) -Systems theory of Management-Contingency theory(Relevance of classical theories in modern organisation)

Unit III: Planning and Decision Making

(15 Hours)

Planning - Meaning - Need & Importance, types and levels - advantages & limitations. Planning Process, Management by Objectives (MBO) - Planning premises - Environmental uncertainty and contingency planning. Decision making-Process of decision making- Conditions of decision making (Risk, certainty and uncertainty).

Unit IV: Organizing

(15 Hours)

Definition, meaning, nature, process of organizing - Authority, responsibility, accountability, delegation of authority, process of delegation and barriers to delegation, centralization vs decentralisation, span of control - Organisational Structure Definition, Types: Formal and Informal, Tall (Vertical) and Flat (Horizontal) Flexible and virtual, Functional structure – Line and Staff structure - Overcoming line and staff conflict.

Unit V: Staffing, Directing and Controlling

(15 Hours)

Staffing: Process of Staffing, Factors Affecting Staffing (Internal and External)- Directing-Elements (Leadership, Communication, Motivation, Supervision). - Coordination - Need of coordination - Types - Techniques - Distinction between coordination and cooperation - Requisites for excellent coordination - Control Definition, concept, need, importance, Types of control - Process, Tools and techniques of controlling (in Brief) - Effective control system. Relationships between Planning and Control.

Suggested Readings:

1. George, Jennifer M. and Jones, Gareth R. (2009) Understanding and Managing Organizational Behavior(5th ed.) Pearson Education Inc.
2. Subba Rao P. (2011). Management and Organisational Behaviour. Himalaya Publishing House.
3. Rao VSP (2009). Organizational Behavior. Excel Books.
4. Prasad, LM. (2010). Organisational Behaviour. Sultan Chand & Sons.

References:

1. P.C. Tripathi & P.N. Reddy - Principles of Management - Tata McGraw-Hill
2. Principles of Management by R.K.Sharma , Shashi K. Gupta- Kalyani Publishers.
3. K. Aswathappa, "Organizational Behavior", Himalaya Publishing House.
4. R. Satya Raju and A. Parthasarathy, "Management", 2009, PFI Learning (p) Limited.

Course Outcomes

After Completion of the Course Students Will be able to:

BBAH181.CO1: Describe the **nature, scope and significance of management** and explain managerial roles and skills.

BBAH181.CO2: Explain the **evolution of management theories** and assess their relevance in contemporary organizations.

BBAH181.CO3: Apply **planning principles, planning process and MBO techniques** for achieving organizational objectives.

BBAH181.CO4: Analyze **decision-making situations under certainty, risk and uncertainty** to support managerial effectiveness.

BBAH181.CO5: Examine the **process of organizing, delegation, authority relationships and organizational structures**.

BBAH181.CO6: Evaluate **staffing functions and coordination techniques** to improve organizational performance.

BBAH181.CO7: Analyze the **process, tools and techniques of controlling** for ensuring goal accomplishment.

BBAH181.CO8: Explain the **interrelationship between planning and control** in achieving managerial efficiency and effectiveness.

CO-PO Mapping Matrix for the Course: Principles and Practices of Management

COs \ Pos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
BBAH181.CO1	3	2	2	2	2	–	–	2	2	2
BBAH181.CO2	3	3	2	2	2	–	–	2	2	2
BBAH181.CO3	3	3	2	2	2	2	–	2	3	2
BBAH181.CO4	2	3	2	2	2	–	–	2	2	2
BBAH181.CO5	3	2	2	2	2	1	1	2	3	2
BBAH181.CO6	3	3	2	2	3	1	1	2	3	2
BBAH181.CO7	3	3	2	2	2	1	1	2	2	–
BBAH181.CO8	3	3	2	2	2	1	1	2	2	3
Computed Mean	2.9	2.75	2.0	2.0	2.1	1.5	1.5	2.0	2.4	2.1



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Course Code	Course Title	Category	L	P	Credits
BBAH182	Business Statistics	Major Core	5	-	5

L – Lecture P- Practical

Year	Semester	CIA Marks	SEE Marks	Total
First (I)	First (I)	30	70	100

Course Objectives:

1. To develop foundational understanding of statistical concepts and their relevance in business decision-making.
2. To enable students to collect, classify, and present data using appropriate statistical tools and techniques.
3. To equip students with the ability to analyse data using measures of central tendency and dispersion.
4. To introduce concepts of data distribution such as skewness and kurtosis for better interpretation.
5. To develop skills in analysing relationships between variables using correlation techniques.
6. To enable students to apply regression analysis for prediction and business forecasting.
7. To familiarize students with index numbers and time series analysis for understanding business trends.
8. To introduce probability concepts and their application in solving business-related uncertainties.

Unit 1: Introduction

(15 Hours)

Meaning, scope, and importance of statistics in business; Limitations of statistics; Data types: primary and secondary; Classification and tabulation of data; Construction of frequency distributions; Measure of central tendency: Mean, Median, Mode, Measure of Dispersion: Range, Quartile Deviation, Standard Deviation, Concept of Skewness & Kurtosis (No numerical problems).

Unit 2: Correlation Analysis

(15 Hours)

Correlation analysis and Scatter Diagram, Positive and Negative Correlation, Limits for Coefficient of Correlation, Calculation of Karl Pearson's Coefficient of Correlation, Calculation of Spearman Rank Correlation and Tied Rank Correlation.

Unit 3: Regression Analysis

(15 Hours)

Regression Analysis – Classification of Regression Analysis, Two lines of Regression, Concept of Least Squares, Interpretation of regression line, Regression Equations through Normal Equations (Problems), Regression Equations through Regression Coefficients (Problems), Properties of regression coefficients, Correlation Vs Regression.

Unit 4: Index Numbers and Time Series Analysis

(15 Hours)

Introduction – Types and methods of Construction, Construction of weighted and Un weighted Index Numbers (price, Quantity and volume), Tests – Time reversal tests, Factor Reversal tests. Time Series Analysis Components, Models of Time series – Additive, Multiplicative and Mixed models, Trend analysis –Problems of Semi Averages, Moving Averages, Least Squares methods

Unit 5: Probability

(15 Hours)

Introduction to probability, Basic concepts of probability Experiment, random experiment, sample space, events, mutually exclusive, equally likely, Independent and exhaustive events). Three different definitions of probability (Classical, Statistical and Axiomatic), Addition, multiplication and Baye's theorem (concept and only simple numerical problems). Joint Probability, Marginal Probability, Conditional Probability (only concept no numerical problems)

Suggested Books:

1. Gupta SC: "Fundamental of Statistics" 7th Ed, Himalaya Publishers House, 2019.
2. Sharma JK: "Business Statistics" 2nd Edition Pearson Education, 2007.

References:

1. Arora, PN, Arora, Sumeet and Arora, Amit: "Managerial Statistics", S. Chand, 1st Ed., 2009.
2. Bharadwaj, RS: "Business Statistics", Excel books, 2nd Ed, 2008. 5. J K Singh, Business Mathematics, 2018, HPH.



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Course Outcomes

After Completion of the Course Students Will be able to:

BBAH182.CO1: Explain the meaning, scope, importance, and limitations of statistics in business contexts.

BBAH182.CO2: Collect, classify, tabulate, and present data effectively using statistical methods.

BBAH182.CO3: Compute and interpret measures of central tendency and dispersion for decision-making.

BBAH182.CO4: Analyze data distribution using concepts of skewness and kurtosis.

BBAH182.CO5: Apply correlation techniques including Karl Pearson and Spearman methods to study relationships between variables.

BBAH182.CO6: Construct and interpret regression equations for prediction and forecasting in business scenarios.

BBAH182.CO7: Compute and analyze index numbers and apply time series methods to identify trends and patterns.

BBAH182.CO8: Apply basic probability concepts and theorems to solve simple business-related problems involving uncertainty

CO-PO Mapping Matrix for the Course: Business Statistics

COs \ Pos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
BBAH182.CO1	3	2	2	1	1	2	1	–	–	1
BBAH182.CO2	3	2	1	3	3	–	–	–	1	1
BBAH182.CO3	3	3	1	2	2	–	–	–	–	1
BBAH182.CO4	3	3	–	2	1	–	–	–	–	1
BBAH182.CO5	3	3	1	3	2	–	–	–	1	1
BBAH182.CO6	3	3	1	3	2	–	–	2	1	1
BBAH182.CO7	3	3	2	3	2	–	2	2	–	1
BBAH182.CO8	3	3	1	2	1	–	–	1	–	2
Computed Mean	3.0	2.8	1.3	2.4	1.8	2.0	1.5	1.7	1.0	1.1



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Course Code	Course Title	Category	L	P	Credits
BBAH183	Basics of Business Economics	Major Core	5	-	5

L – Lecture P- Practical

Year	Semester	CIA Marks	SEE Marks	Total
First (I)	First(I)	30	70	100

Course Objectives:

1. To introduce the fundamental concepts, nature, and scope of business economics in managerial decision-making.
2. To develop understanding of economic decision-making under certainty, risk, and uncertainty.
3. To explain demand analysis, determinants of demand, and elasticity concepts for business applications.
4. To provide knowledge of supply analysis and its role in market equilibrium.
5. To familiarize students with production theories and cost concepts in short-run and long-run analysis.
6. To enable application of break-even analysis and economies of scale in business decisions.
7. To analyse various market structures and pricing strategies in different competitive environments.
8. To develop awareness of macroeconomic concepts such as inflation and national income and their business implications.

Unit - I: Business Economics Nature and Scope

(15 Hours)

Introduction to business economics, characteristics, nature and scope, Microeconomics vs. Macroeconomics, Opportunity Cost, Incremental cost, Time perspective, discounting and Equi-marginal principle: Applications in business decision- making. Decision making under certainty, uncertainty, and risk and its importance

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Unit – II: Demand and Supply Analysis

(15 Hours)

Concepts of Demand, Determinants of demand, law of demand, exceptions to the law of demand, elasticity of demand, types of demand elasticity, and uses of demand elasticity. Demanding forecasting methods, Concept of Supply, Determinants of Supply, Law of Supply, and Elasticity of Supply.

Unit – III: Production & Cost Analysis

(15 Hours)

Production Function: Short-run and long-run; law of variable proportions; returns to scale; ISO-quant curves, ISO-cost curves. Cost concepts, Cost classification, short run cost curves and long run cost curves, Experience curve. Economies and diseconomies scale, Economies of scope. Break-Even Analysis (BEP): Meaning, significance, and applications in business decisions.

Unit – IV Market Structures & Pricing

(15 Hours)

Concept of market, market structures and features, Equilibrium price and output determination under Perfect competition, Monopoly, Monopolistic and Oligopoly markets, syndicating in Oligopoly, kinked demand curve, price leadership, Price discrimination.

Unit – V: Macro-Economic & Business

(15 Hours)

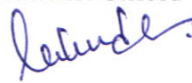
Inflation: Meaning, types (demand-pull and cost-push), and impact on business; National Income Concepts: GDP, GNP, NNP, PCI – basic understanding and business relevance.

Suggested Readings:

1. Joseph G. Nellis and David Parker: (2009) *Principles of business economics*. 2nd Edition. Pearson Education Ltd., London.
2. H.L.Ahuja: (2016) *Business Economics*, 4th Edition, Sultan Chand & Co., Delhi
3. Varshiney & Maheswari, Managerial Economics, Juptan Publication, New Delhi
4. Lipsey and Crystal (2008) *Economics International* (15th Edn) Oxford University Press.
5. Kutosynniss (1979) *Modern Micro Economics* (5th Edn) Mc Millan Publishers
6. Rubin field and Mehathe (Micro Economics (7th Edn) Pearson Publishers. BBA (CBCS)

References:

1. Mehta, P.L.: (2014) *Managerial Economics-Analysis, problems and Cases*, 8th edition, Sultan Chand & Sons, Delhi.
2. D. N. Dwivedi: (2016) *Microeconomics: Theory and Applications*. Pearson Education India.
3. D. N. Dwivedi: (2015) *Managerial Economics*, 8th Ed., Kindle Edition, Vikas Publishing., India.
4. Dominik Salvatore: (2008) *Micro Economics, Theory and Applications*. Oxford University Press, UK.



Course Outcomes

After Completion of the Course Students Will be able to:

BBAH183.CO1: Describe the nature, scope, and principles of business economics and their relevance to business decisions.

BBAH183.CO2: Apply economic reasoning to decision-making under certainty, risk, and uncertainty.

BBAH183.CO3: Analyze demand behavior, elasticity, and demand forecasting techniques for effective managerial decisions.

BBAH183.CO4: Examine supply conditions and market equilibrium for better understanding of pricing mechanisms.

BBAH183.CO5: Evaluate production functions, cost structures, and economies of scale for optimizing business operations.

BBAH183.CO6: Apply break-even analysis and cost-output relationships in managerial decision-making.

BBAH183.CO7: Evaluate the role of **economies and diseconomies of scale and scope** and compare **market structures and pricing strategies** in business growth and competitiveness.

BBAH183.CO8: Understand the concepts of inflation, national income and its relevance in business.

CO-PO Mapping Matrix for the Course: Business Economics

Cos \ Pos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
BBAH183.CO1	3	2	1	1	2	1	–	1	1	2
BBAH183.CO2	2	3	1	–	2	1	–	2	1	2
BBAH183.CO3	3	3	2	1	3	2	2	2	1	2
BBAH183.CO4	3	3	1	1	2	2	1	1	2	2
BBAH183.CO5	3	3	1	1	2	2	2	2	1	1
BBAH183.CO6	2	2	–	2	2	1	1	2	2	1
BBAH183.CO7	2	2	2	1	2	1	2	2	1	2
BBAH183.CO8	3	2	3	2	2	2	2	2	2	2
Computed Mean	2.6	2.5	1.6	1.3	2.1	1.5	1.67	1.75	1.37	1.75



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Course Code	Course Title	Category	L	P	Credits
BBAH184	Introduction to Information Technology	Major Core	4	-	4

L – Lecture P- Practical

Year	Semester	CIA Marks	SEE Marks	Total
First (I)	First (I)	30	70	100

Course Objectives:

1. Impart basic knowledge of Information Technology concepts including hardware, software, operating systems, and networks.
2. Familiarize students with Information Systems and their applications in organizational decision-making.
3. Develop understanding of multimedia concepts, formats, and business applications.
4. Introduce Internet technologies, services, and security issues.
5. Enable students to use office management tools and modern communication technologies.
6. Create awareness of database systems and ethical and social issues in Information Systems.

UNIT-I: Introduction to Information Technology

(12 Hours)

Computer systems - Hardware- I/O devices, Memory devices and Processors. Software- classification of software - systems software, Application software. Operating Systems - Definition- Types of OS- Understanding of GUI - Networks - Definition- Types of Networks- LAN, WAN- Network Topologies- Physical Communication Media-TCP/IP, OSI Model.

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UNIT-II: Introduction to Information System (IS)

(12 Hours)

Definition of Data, Information & Knowledge, IS- MIS, DSS, Expert Systems - Types of IS- Operation, Tactical, Strategic IS-Executives Information Systems (EIS). Definitions- Data Base, DBMS, Advantages & Disadvantages of DBMS-Ethical and Social Issues in IS.

UNIT –III: Media Concepts

(12 Hours)

Multimedia Concepts: Definition of Multimedia - Multimedia devices - Multimedia Formats - Audio formats- Video formats- Compression/Decompression issues - Business Applications of Multimedia.

UNIT –IV: Internet & Security Issues

(12 Hours)

Internet - History- Internet Addressing and architecture – WWW Architecture, Browser, Servers, Search engines -Internet Services - Email - Chatting - Messaging -Groups- Social Networking- Internet in Business-definition of e-commerce, m-commerce- types of online business-Security Issues in Internet.

UNIT –V: Office Management Applications

(12 Hours)

Intranets, Extranets, VPN - Internet Telephony - Group ware- audio and video Conferencing - Wireless Communication WLANS - Definitions of Blue tooth - Wi Fi - Wi Max - RFID - Use of Spreadsheets for office - spread sheet applications (MS-EXCEL).

Suggested Readings:

1. Leonard Jessup, Joseph Valacich, Information Systems Today, Managing in the Digital World, Pearson Education.
2. Effy Oz- Management Information Systems, Centage India Private Limited

References:

1. Kenneth C. Laudon & Jane P. Laudon - Management Information Systems - Managing the Digital Firm, Pearson Education.
2. Turban,McLean, Wetherbee -Information Technology for Management: Transforming Organizations in the Digital Economy, Wiley Student Edition.
3. Wali, Information Technology for Management, Wiley



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Course Outcomes

After Completion of the Course Students Will be able to:

BBAH184.CO1: Describe fundamental concepts of Information Technology including Hardware, software, operating systems, and networking.

BBAH184.CO2: Examine the concepts and applications of Information Systems organizations.

BBAH184.CO3: Discuss multimedia concepts and analyse their business applications.

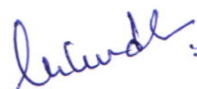
BBAH184.CO4: Demonstrate the use of computers or mobile devices for accessing Internet services and resources.

BBAH184.CO5: Apply office management applications such as e-mail, PowerPoint, Excel, and basic web tools in business scenarios.

BBAH184.CO6: Explain database concepts, Internet security issues, and ethical aspects of Information Systems.

CO-PO Mapping Matrix for the Course: Introduction to Information Technology

COs \ Pos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
BBAH184.CO1	3	2	1	3	2	1	-	-	-	2
BBAH184.CO2	3	3	2	2	2	1	-	1	1	2
BBAH184.CO3	2	2	2	3	3	1	-	2	1	2
BBAH184.CO4	2	2	1	3	3	1	-	1	1	2
BBAH184.CO5	2	2	1	3	3	1	-	2	2	2
BBAH184.CO6	3	3	2	2	2	3	1	1	1	2
Computed Mean	2.5	2.33	1.5	2.67	2.5	1.33	1	1.4	1.2	2



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Course Code	Course Title	Category	L	P	Credits
BBAH184P	MS Office Lab	Major Core	-	2	1

L – Lecture P- Practical

Year	Semester	CIA Marks	SEE Marks	Total
First (I)	First (I)	--	25	25

Course Objectives:

1. Familiarize students with MS Word, PowerPoint, and Excel for document creation, presentation, and data management.
2. Develop skills in using office tools for formatting, data analysis, and professional communication

MS Word: Introduction to MSWord, Menus, Shortcuts, Document types - Working with Documents, formatting Documents, creating tables, Drawing, Tools- spell check, mail merge, templates.

MS Power Point - Introduction - Creating a presentation - Formatting a presentation - Adding Graphics and effects to the presentation

MS Excel: Introduction - Opening spreadsheet, Menus & Toolbars & icons, Working with Spreadsheets, Entering and Editing Data, Computing data: Setting Formula, finding total in a column or row, Mathematical operations (Addition, Subtraction, Multiplication, Division, Exponentiation), Using other Formula, Formatting Spreadsheets, working with sheets: Sorting, Filtering, Validation, Consolidation, Subtotal, Creating Charts, selecting charts, Formatting charts, label, scaling etc.,

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Suggested Readings:

1. Joan Lambert, Curtis Frye, Microsoft Office 2016 Step by Step, Pearson Education.
2. Paul McFedries, Microsoft Excel 2016 Formulas and Functions, Pearson

Course Outcomes

After Completion of the Course Students Will be able to:

BBAH184P.CO1: Create and format documents using MS Word with features like tables, templates, and mail merge.

BBAH184P.CO2: Develop presentations using MS PowerPoint with appropriate formatting, graphics, and effects



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Course Code	Course Title	Category	L	P	Credits
BBAH281	Organizational Behaviour	Major Core	5	-	5

L – Lecture P- Practical

Year	Semester	CIA Marks	SEE Marks	Total
First (I)	Second (II)	30	70	100

Course Objectives:

1. To provide an understanding of the fundamentals of Organizational Behaviour and its significance in organizations.
2. To develop insights into individual behaviour, attitudes, and personality in workplace settings.
3. To familiarize students with motivation and leadership concepts in organizational contexts.
4. To enable understanding of group dynamics and interpersonal relationships in organizations.
5. To build awareness of organizational culture and its influence on employee behaviour.
6. To introduce the concepts of organizational change and contemporary developments such as AI in the workplace.
7. To provide knowledge of conflict, negotiation, power, and organizational politics.
8. To enhance understanding of human behaviour for effective managerial practices.

Unit I: Organizational Behaviour

(15 Hours)

Concept of OB - Disciplines that contribute to OB - Attitude: Concept and components of attitude, behaviour and Major job attitudes, Personality: Concept of personality; Big Five model.

Unit II: Motivation and Leadership

(15 Hours)

- (i) Motivation: Concept; Theories (Hierarchy of needs, Two factor, McClelland, Goal setting, Equity theory)
- (ii) Leadership: Concept; Trait theories; Behavioral theories (Ohio and Michigan studies); Contingency theories (Fiedler), Inspirational Approaches (transactional, transformational and charismatic)

Unit III: Group Dynamics

(15 Hours)

- (i) Groups and Work Teams: Concept; Five stage model of group development; Group cohesion Groups and teams; Types of teams; Creating team players from individuals.
- (ii) Interpersonal Behaviour:
Johari Window; Transactional Analysis – ego states, types of transactions, life positions, applications of T.A.

Unit IV: Organizational Culture & Change

(15 Hours)

Concept of culture, Impact (functions and liability, Creating and sustaining culture, Employees and culture - Creating positive and ethical cultures.
Concept of Change, Types of change, Forces of change, Resistance and overcoming resistance to change - AI as a force of organizational change- Impact of AI on organizational culture - Employee acceptance and resistance to AI

Unit V: Conflict and Power & Politics

(15 Hours)

Concept of conflict; Conflict process - Negotiation Definition, Strategies & Process - Power Definition, Bases of Power, Power tactics – Organizational Politics

Suggested Readings:

1. Robbins, S. P., & Judge, T. A. (2023). *Organizational behavior* (19th ed.). Pearson.
2. Luthans, F. (2021). *Organizational behavior* (14th ed.). McGraw-Hill Education.

References:

1. Greenberg, J. (2011). *Behavior in organizations* (10th ed.). Pearson Education.
2. Hellriegel, D., Slocum, J. W., & Woodman, R. W. (2011). *Organizational behavior* (13th ed.). Cengage Learning.
3. McShane, S. L., & Von Glinow, M. A. (2020). *Organizational behavior* (8th ed.). McGraw-Hill Education.
4. Newstrom, J. W. (2015). *Organizational behavior: Human behavior at work* (14th ed.). McGraw-Hill Education.
5. Prasad, L. M. (2023). *Organizational behavior* (Latest ed.). Sultan Chand & Sons.
6. Robbins, S. P., & Judge, T. A. (2021). *Organizational behavior* (18th ed.). Pearson.

Course Outcomes

After Completion of the Course Students Will be able to:

BBAH281.CO1: Describe the concept, scope, and importance of Organizational Behaviour.

BBAH281.CO2: Explain how attitudes and personality traits influence employee behaviour and performance.

BBAH281.CO3: Demonstrate the application of motivation theories to improve employee engagement.

BBAH281.CO4: Explain leadership styles and their effectiveness in organizations.

BBAH281.CO5: Examine group behaviour, team dynamics, and stages of group development.

BBAH281.CO6: Interpret interpersonal behaviour using Johari Window and Transactional Analysis.

BBAH281.CO7: Analyze organizational culture and change, including the impact of AI on employee behaviour and organizational practices.

BBAH281.CO8: Examine conflict, negotiation, power, and organizational politics in organizations.

CO-PO Mapping Matrix for the Course: Organizational Behaviour

COs \ POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
BBAH281.CO1	3	2	1	–	2	1	–	–	–	1
BBAH281.CO2	3	3	1	–	2	1	–	–	–	1
BBAH281.CO3	2	3	1	–	2	1	–	2	1	1
BBAH281.CO4	2	3	2	–	3	1	–	2	3	1
BBAH281.CO5	2	3	2	–	3	1	–	1	3	1
BBAH281.CO6	2	3	1	–	3	2	–	–	2	1
BBAH281.CO7	3	3	3	2	2	2	2	2	1	2
BBAH281.CO8	2	3	2	–	3	2	–	2	3	1
Computed Mean	2.4	2.9	1.6	2	2.5	1.4	2.0	1.8	2.2	1.1



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Department of Management Studies
(For BBA (HBIA) Students who have joined on or after June 2026)

Course Code	Course Title	Category	L	P	Credits
BBAH282	Financial Accounting	Major Core	5	-	5

L – Lecture P- Practical

Year	Semester	CIA Marks	SEE Marks	Total
First (I)	Second (II)	30	70	100

Course Objectives:

1. To enable students to understand the nature, scope, principles, concepts, GAAP, IFRS and ethical dimensions of financial accounting.
2. To familiarize students with the accounting cycle, source documents and books of original entry used in recording business transactions.
3. To develop the ability to apply the rules of double-entry system in journalizing, ledger posting and preparation of trial balance, including detection and rectification of errors.
4. To equip students with the skills to prepare financial statements (Trading Account, Profit & Loss Account and Balance Sheet) with necessary adjustments.
5. To enable students to analyze financial statements using ratio analysis techniques, including liquidity, profitability and turnover ratios.
6. To provide understanding of cash flow statements and create awareness about computerized accounting systems, Accounting Information System (AIS) and emerging trends such as AI in Accounting.

Unit I: Introduction to Financial Accounting Principles and Framework (15 Hours)

Financial Accounting – Nature, purpose and Scope of Financial accounting; Users of accounting Information (internal and external), Qualitative characteristics of financial information; Accounting Principles, Accounting Concepts, Principles and Conventions, Overview of GAAP and IFRS frameworks; Role and ethical responsibilities of accountants.

Unit - II: Recording of Transactions and Preparation of Trial Balance (15 Hours)

Concept and steps of the accounting cycle; Source documents and books of original entry; Double-entry system, Rules of Debit and Credit: journal entries, ledger posting, and T- accounts; Preparation of trial balance. Concept of identification/correction of errors(Theory)

Problems: Pass journal entries, posting in ledger and preparation of trial balance.

Unit - III: Preparation of Financial Statements (15 Hours)

Accrual accounting: revenue recognition and matching concepts; Preparation of Trading Account, Profit & Loss Account, and Balance Sheet (final accounts of sole proprietorships) Adjustments: closing stock, prepaid expenses, accrued revenues, depreciation, bad debts, depreciation(straight line and written down value method)

Understanding the structure and components of financial statements of a Joint Stock Company as per the Companies Act, 2013, along with regulatory reporting requirements and disclosure norms. (theory only).

Problems: Final accounts of sole proprietor with adjustments.

Unit - IV: Financial Statement Analysis (15 Hours)

Financial statement analysis- Meaning, objectives, sources of information, Techniques of financial statement analysis(Theory)

Financial Ratios: Meaning, classification and Usefulness of Ratios. Analysis of ratios- Liquidity, Profitability Ratios and Turnover Ratios; Limitations of ratio analysis.

Problems: calculation of ratios- liquidity, profitability and turnover ratios

Unit – V: Cash Flow statement & Contemporary Trends in Accounting (15 Hours)

Cash Flow Statement: concepts and basic analysis covering operating, investing, and financing activities, Fundamentals of computerized accounting and Accounting Information Systems (AIS), along with contemporary developments such as the application of Artificial Intelligence (AI) and digital technologies in accounting practices.

Problems: Preparation of Cash flow statement

Suggested Readings:

1. Tulsian, P.C., Financial Accounting, Pearson
2. T.S. Grewal, Introduction to Accountancy, Sultan Chand
3. Dr. Jawahar Lal Accounting for Management , HPH.
4. Ghosh, T.P., Financial Accounting for Managers, Taxman Allied Services (P) Ltd.
5. Balwani, Nitin, Accounting and Finance for Managers

References

1. Narayanaswamy, R. (2022). Financial Accounting: A managerial perspective. PHI Learning Pvt. Ltd.
2. Jain, S.P. & Narang, K.L. (2021) Advanced Accountancy. Kalyani Publishers
3. Maheshwari, S.N. Maheshwari, S.K., & Maheshwari, S.K. (2018). Accounting for Management (4th ed.) New Delhi: Vikas Publishing House.
4. Arora, R.K. (2018). Financial Accounting: Fundamentals, Analysis and reporting (2nd ed.). Wiley
5. Shah, P. (2014). Basic Financial Accounting for Management. Oxford University Press.
6. Grewal, T.S., & Gupta, S.C. (2003). Introduction to Accountancy. S. Chand Publishing.
7. Porter, G.A., & Norton, C.L. (2001). Financial Accounting: The Impact on Decision Makers. South Western Publishing.
8. Dr. S. Lakshmi Narasimham, (2025) Financial Accounting, Tata Publications.

Course Outcomes

After Completion of the Course Students Will be able to:

BBAH282.CO1: Explain the fundamental concepts, principles, accounting frameworks (GAAP & IFRS), and ethical responsibilities of accountants.

BBAH282.CO2: Describe the accounting cycle, source documents, and books of original entry involved in recording transactions.

BBAH282.CO3: Apply the double-entry system to record journal entries, post them into ledger accounts, prepare trial balance, and identify errors.

BBAH282.CO4: Prepare financial statements of a sole proprietorship with necessary adjustments and understand the structure of company financial statements.

BBAH282.CO5: Analyze financial statements using ratio analysis techniques to assess business performance.

BBAH282.CO6: Evaluate cash flows using cash flow statements and demonstrate understanding of computerized accounting systems, AIS, and emerging technologies like AI in accounting.

CO-PO Mapping Matrix for the Course: Financial Accounting

COs \ Pos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
BBAH282.CO1	3	2	1	1	2	3	1	1	1	2
BBAH282.CO2	3	2	1	1	2	1	1	1	1	2
BBAH282.CO3	3	3	1	2	2	1	1	1	1	2
BBAH282.CO4	3	3	1	2	2	1	1	1	1	2
BBAH282.CO5	3	3	2	2	2	1	1	2	1	2
BBAH282.CO6	3	3	2	2	2	1	1	2	1	3
Computed Mean	3	2.67	1.33	1.7	2	1.3	1	1.3	1	2.17



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(For BBA (HBIA) Students who have joined on or after June 2026)

Course Code	Course Title	Category	L	P	Credits
BBAH283	Business Mathematics	Major Core	5	-	5

L – Lecture P- Practical

Year	Semester	CIA Marks	SEE Marks	Total
First (I)	Second (II)	30	70	100

Course Objectives:

1. To understand and apply the concepts of functions, quadratic equations, and progressions in business contexts.
2. To apply and analyze the principles of set theory, permutations, and combinations in solving practical problems.
3. To understand and apply differentiation techniques to examine business functions such as cost and revenue.
4. To apply and analyze integration methods in evaluating problems related to economics and finance,
5. To apply matrix operations to solve systems of linear equations and related business problems.
6. To analyze and evaluate real-life business problems using appropriate mathematical methods

UNIT – I:

Functions: Introduction, Types of functions, Special types of functions, Functions related to Business and Economics. **Quadratic equations:** Solution of quadratic equations, sum and product of roots, formation of quadratic equations. **Sequence and Series:** Arithmetic Progressions, Geometric Progressions, Harmonic Progressions. (Simple Application Problems).

UNIT – II:

Theory Of Sets: Introduction, Types of sets, Operations on Sets: Union of two sets, Intersection of two sets, Disjoint sets, Symmetric Difference of two sets, Complement of sets, Problems on Associative Law, Distributive Law and De Morgan's Laws, **Permutation and Combinations.**(Simple Application Problems)

UNIT – III:

Differentiation (Without Trigonometric functions and Proofs) :Introduction, Concept of Derivative, Derivative of standard functions, Rules of differentiation, sum, product and quotient. Differentiation of first order and second order, increasing and decreasing functions, Maxima and Minima. **Applications of Derivatives:** Market equilibrium, Cost Function, Revenue Function(Simple Application Problems)

UNIT – IV:

Integration (Without Trigonometric functions and Proofs): Introduction, Fundamental Formulas, Properties of Integration, methods of Integration: Integration by Substitution, Integration by Parts. **Applications of Integration:** Marginal cost to cost function, Marginal Revenue to Revenue function (Simple Application Problems)

UNIT – V:

Matrices: Introduction, Types of Matrices, Order of a Matrix, Operations of Matrices, Determinant of a Matrix(Numerical problems), Inverse of a Matrix, Systems of Linear Equations and their solution using Cramer's Rule and Inversion Method. **Application of Matrices:** Problems based on Applications of matrix Addition, Subtraction and Multiplication (Simple Application Problems).

Suggested Readings:

1. Business Mathematics, J.K. Singh, Himalaya Publishing House, Education 2007

References:

1. Mathematics for Management, Raghavachari, Tata McGraw-Hill, 2006
2. Fundamentals of Mathematics, Sancheti & D C Kapoor, Sultan Chand & Sons
3. Business Mathematics. Bhardwaj, R.S. (2005), New Delhi, Excel Books



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Course Outcomes

After Completion of the Course Students Will be able to:

BBAH282CO1: Understand and apply functions, quadratic equations, and progressions in solving basic business problems.

BBAH282CO2: Apply set theory, permutations, and combinations in solving practical problems.

BBAH282CO3: Apply concepts of differentiation to analyze simple business functions like cost and revenue.

BBAH282CO4: Apply integration techniques to evaluate cost and revenue functions.

BBAH282CO5: Solve systems of linear equations using matrices and apply them to business problems.

BBAH282CO6: Apply mathematical methods to solve problems and communicate results effectively in business situations.

CO-PO Mapping Matrix for the Course: Business Mathematics

COs \ Pos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
BBAH283.CO1	3	2	1	1	1	1	1	1	1	2
BBAH283.CO2	3	3	1	1	1	1	1	2	1	2
BBAH283.CO3	3	3	2	1	1	1	1	2	1	2
BBAH283.CO4	3	3	2	1	1	1	1	2	1	2
BBAH283.CO5	3	3	1	1	1	1	1	2	1	2
BBAH283.CO6	2	3	2	3	2	1	1	2	3	3
Computed Mean	2.8	2.8	1.5	1.3	1.16	1	1	1.8	1.3	2.16



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Department of Management Studies
(For BBA (HBIA) Students who have joined on or after June 2026)

Course Code	Course Title	Category	L	P	Credits
BBAH284	Basics of Business Analytics	Major Core	4	-	4

L – Lecture P- Practical

Year	Semester	CIA Marks	SEE Marks	Total
First (I)	Second (II)	30	70	100

Course Objectives:

1. To introduce the fundamental concepts and importance of Business Analytics in decision-making.
2. To develop an understanding of different types of analytics (Descriptive, Predictive, and Prescriptive).
3. To familiarize students with Big Data concepts, characteristics, and sources.
4. To provide knowledge of Big Data tools, techniques, and applications across industries.
5. To enable understanding of descriptive analytics and basic statistical measures used in business analysis.
6. To develop skills in data visualization using charts, pivot tables, and dashboards.
7. To introduce predictive analytics techniques such as forecasting and regression analysis.
8. To provide conceptual knowledge of data mining techniques and their applications in business

Unit I: Introduction to Business Analytics

Definition and Concept of Business Analytics, Advantages and Challenges of Business Analytics - Types of Business Analytics (Descriptive, Predictive and Prescriptive), Business Analytics in practice in various sectors.

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Unit II: Big Data

Overview of using Data, Types of Data, Big Data - Characteristics of Big Data - Advantages and Challenges of Big Data - Building blocks of Big Data - Types of Big Data (Structured, Unstructured and Semi Structured) - Sources of Big Data- Big Data Analytics Techniques and Software - Application of Big Data.

Unit III: Descriptive Analytics

Concept of Descriptive Analytics - Applications of Descriptive Analytics Overview of Description Statistics - Measures of Central Tendency (Mean, Median & Mode)- Measures of Variability (Range, Standard Deviation, Variance and Coefficient of Variation)DataVisualization(Definition,VisualizationTechniquesTables,Cross Tabulations using Pivot tables, Charts) & Data Dashboards (No Numerical Problems)

Unit IV: Predictive Analytics

Concept of Predictive Analytics - Applications of Predictive Analytics - Forecasting Techniques - Trend Lines - Definition, Advantages and Disadvantages (Straight Line, Parabola and Exponential)Regression Analysis (Simple & Multiple), Building a good regression model. (No Numerical Problems)

Unit V: Data Mining

Data Mining - Definition, Approaches in Data Mining- Data Exploration & Reduction, Classification, Association, Cause Effect Modelling (Only Conceptual framework).

No Numerical Problems

Suggested Readings:

1. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams- Essentials of Business Analytics, Cengage Learning, 2015.
2. Jakkula, Agarwalla, Karuna Sree, Business Analytics, Himalaya Publishing House, 2019.

References:

1. Albright Winston, Business Analytics-Data Analysis-Data Analysis and Decision Making, Cengage Learning, Reprint 2016.
2. Sahil Raj, Business Analytics, Cengage Learning, 2015.
3. James Evans, Business Analytics, Pearson, Second Edition, 2017.



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Course Outcomes

After Completion of the Course Students Will be able to:

BBAH284.CO1: Explain the concepts, significance, and applications of Business Analytics in various sectors.

BBAH 284.CO2: Differentiate between descriptive, predictive, and prescriptive analytics and apply them conceptually.

BBA 284.CO3: Describe Big Data characteristics, types, sources, and challenges in real-world scenarios.

BBAH284.CO4: Identify appropriate Big Data tools and techniques for different business applications.

BBAH284.CO5: Interpret data using descriptive statistics such as mean, median, mode, and measures of variability.

BBAH284.CO6: Present data effectively using visualization tools like charts, pivot tables, and dashboards.

BBAH284.CO7: Explain predictive analytics concepts including forecasting techniques and regression models.

BBAH284.CO8: Apply basic data mining concepts such as classification, association, and data reduction.

CO-PO Mapping Matrix for the Course: Basics of Business Analytics

COs \ POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
BBAH284.CO1	3	2	2	1	1	1	1	–	1	1
BBAH284.CO2	3	3	1	1	1	1	1	–	1	1
BBAH284.CO3	3	2	2	2	1		1	–	2	1
BBAH284.CO4	2	2	1	3	1	–	–	1	2	1
BBAH284.CO5	3	3	–	2	1	–	–	–	1	1
BBAH284.CO6	3	2	–	3	3	–	–	–	1	1
BBAH284.CO7	3	3	1	2	1	–	–	1	–	1
BBAH284.CO8	3	3	1	2	1	–	–	2	–	1
Computed Mean	2.88	2.5	1.33	2	1.25	1	1	1.33	1.33	1



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Course Code	Course Title	Category	L	P	Credits
BBAH284P	Business Analytics Using Excel	Major Core	-	2	1

L – Lecture P- Practical

Year	Semester	CIA Marks	SEE Marks	Total
First (I)	Second (II)	--	25	25

Course Objectives:

1. To develop practical skills in applying measures of central tendency and variability using MS Excel.
2. To enable students to create and interpret various data visualization techniques using Excel tools.
3. To provide hands-on experience in data analysis using pivot tables, correlation, and scatter plots.
4. To introduce students to regression and trend analysis techniques using Excel for business decision-making.

- a) Measures of central tendency: Mean, Median, Mode
- b) Measures of Variability: Range, Standard Deviation, Coefficient of Variation
- c) Data Visualization techniques: Creating line charts, Pie charts, Column and Bar charts (Simple, Sub divided, Multiple), Bubble charts, Heat Maps.
- d) Pivot Table: Developing Pivot Table,
- e) Scatter Plot, Computation of Coefficient of Correlation
- f) Fitting a Trend Line (Linear, Parabola, Exponential)
- g) Simple Regression, Multiple Regression


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Course Outcomes

After Completion of the Course Students Will be able to:

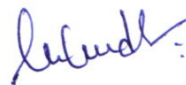
BBAH284P.CO1 : Compute and interpret statistical measures such as mean, median, mode, standard deviation, and coefficient of variation using Excel.

BBAH284P.CO2: Create and analyze different types of charts (line, bar, pie, scatter, bubble, heat maps) for effective data visualization.

BBAH284P.CO3: Perform data summarization and analysis using pivot tables, and evaluate relationships using correlation and scatter plots.

BBAH284P.CO4: Apply regression analysis and fit trend lines (linear, exponential, and polynomial) using Excel for predictive insights


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