FACULTY OF ECONOMICS & BUSINESS

SYLLABUS

for

Bachelor of Business Administration

(Under Credit Based Continuous Evaluation Grading System)
(Semester: V-VI)
Session: 2025-26

The Heritage Institution

KANYA MAHA VIDYALAYA
JALANDHAR

(Autonomous)

Programme Outcomes

Students of all undergraduate general degree Programmes at the time of graduation will be able to:

PO1.take informed actions after identifying the assumptions that frame our thinking and actions, checking out the degree to which these assumptions are accurate and valid, and looking at our ideas and decisions (intellectual, organizational, and personal) from different perspectives.

PO2. speak, read, write and listen clearly in person and through electronic media in English and in one Indian language, and make meaning of the world by connecting people, ideas, books, media and technology.

PO3.work and communicate effectively in inter-disciplinary environment, either independently or in a team, and demonstrate leadership qualities. Elicit views of others, mediate disagreements and help reach conclusions in group settings.

PO4.demonstrate empathetic social concern and equity centred national development, and the ability to act with an informed awareness of issues and participate in civic life through volunteering.

PO5. recognize different value systems including your own, understand the moral dimensions of your decisions, and accept responsibility for them.

PO6. understand the issues of environmental contexts and sustainable development.

PO7. recognize the need to engage in lifelong learning through continuing education and research.

BBA

Bachelor of Business Administration

Duration: 3 Years

Level: Graduation

Type: Degree

BBA provides the students a basic understanding of what management is all about. Along with this, students are taught the art of communicating effectively – this also prepares them for their entrepreneurial journey. Students get practical trainings in the form of presentations, case studies, visits to industries, and interactions with industry experts.

Programme Specific Outcomes

Towards the end of the programme, it would:

PSO1: strengthen a student's managerial and communication skills,

PSO2: enhance his/her decision making ability

PSO3: make the student ready for the corporate world

PSO4: develop self-confidence and awareness of general issues prevailing in the society

PSO5: give industry exposure to the students which would prepare them for their entrepreneurial journey

PSO6: prepare students for job types in different employment areas

KANYA MAHA VIDYALAYA, JALANDHAR (Autonomous)

SCHEME AND CURRICULUM OF EXAMINATION OF THREE DEGREE PROGRAMME

BACHELOR OF BUSINESS ADMINISTRATION

(Under Credit Based Continuous Evaluation Grading System)

SESSION 2025-2026

Semester V										
Course Code	**Course Name**	**Course Type**	**Hours Per Week L-T-P**	**Credits L-T-P**	**Total Credits**	**Marks**				**Examination Time (in Hours)**
						Total	**Th**	**P**	**CA**	
BBRL-5421 BBRL-5031 BBRL-5431	Punjabi (Compulsory) [1]Basic Punjabi [2] Punjab History and Culture	C	4-0-0	4-0-0	4	100	80	-	20	3
BBRL-5212	English (Compulsory)	C	4-0-0	4-0-0	4	100	80	-	20	3
BBRL-5323	Company Law	C	4-0-0	4-0-0	4	100	80	-	20	3
BBRL-5324	Entrepreneurship and Small Business	C	4-0-0	4-0-0	4	100	80	-	20	3
BBRL-5325	Cost Accounting	C	4-0-0	4-0-0	4	100	80	-	20	3
BBRL-5326 (OPTION CI)	All these options to be selected from any one of the groups in the table given below	C	4-0-0	4-0-0	4	100	80	-	20	3
BBRL-5327 (OPTION CII)		C	4-0-0	4-0-0	4	100	80	-	20	3
BBRS-5328	[3]SEMINAR	C	0-0-4	0-0-2	2	50	-	50	-	-
SECJ-5551	[*]Job Readiness Course	AC	2-0-0	2-0-0	2	50	40	-	10	-
Total					**32**	**800**				

Note: Students can opt for any one of the following groups:-

Group A:	
Option AI	Consumer Behaviour
Option A II	Advertising & Sales Management
Group B:	
Option BI	Industrial relations & Labour Legislations
Option BII	Organisation Change & Development
Group C:	
BBRL-5326 (OPTION CI)	Management of Banking Operations
BBRL-5327 (OPTION CII)	Insurance and Risk Management

C-Compulsory

AC- Audit Course

[1]Special paper in lieu of Punjabi (Compulsory).

[2]Special paper in lieu of Punjabi (Compulsory) for those students who are not domicile of Punjab.

[3]Students need to go for internship of 4 weeks immediately after semester IV and present seminar on the basis of learning during internship.

[*]Marks of these papers will not be added in total marks and only grades will be provided.

KANYA MAHA VIDYALAYA, JALANDHAR (Autonomous)
SCHEME AND CURRICULUM OF EXAMINATION OF THREE DEGREE PROGRAMME
BACHELOR OF BUSINESS ADMINISTRATION

(Under Credit Based Continuous Evaluation Grading System)

Session: 2025-26

Semester VI

Course Code	Course Name	Course Type	Hours Per Week L-T-P	Credits L-T-P	Total Credits	Marks Total	Marks Th	Marks P	Marks CA	Examination Time (in Hours)
BBRL-6421 BBRL-6031 BBRL-6431	Punjabi (Compulsory) [1]Basic Punjabi [2] Punjab History and Culture	C	4-0-0	4-0-0	4	100	80	-	20	3
BBRL-6212	English (Compulsory)	C	4-0-0	4-0-0	4	100	80	-	20	3
BBRL-6323	Income Tax	C	4-0-0	4-0-0	4	100	80	-	20	3
BBRL-6324	Fundamentals of Capital Markets	C	4-0-0	4-0-0	4	100	80	-	20	3
BBRL-6325 (Option- BI)	All these options to be selected from any one of the groups in the table given below	C	4-0-0	4-0-0	4	100	80	-	20	3
BBRL-6326 (Option-BII)		C	4-0-0	4-0-0	4	100	80	-	20	3
BBRV-6327	Viva-Voce	C	0-0-4	0-0-2	2	50	-	50		3
Total					**26**	**650**				

Note: Students can opt for any one of the following groups:-

Group A:	
Option AI	Services Marketing
Option A II	E-Marketing
Group B:	
BBRL-6325 (Option BI)	Training and Development
BBRL-6326 (Option-BII)	Contemporary Issues in Human Resource Management
Group C:	
OPTION-C1	Security Analysis and Portfolio Management
OPTION-CII	Contemporary Issues in Accounting
Group D:	

OPTION-DI	Export- Import Management and Documentation
OPTION-DII	Global Strategic Management

C: COMPULSORY

[1]**Special paper in lieu of Punjabi (Compulsory).**

[2]**Special paper in lieu of Punjabi (Compulsory) for those students who are not domicile of**

Bachelor of Business Administration Semester-V
Session: 2025-26
Company Law
Course Code: BBRL-5323

Course Outcomes:

On successful completion of this course, students will be able to:

CO1: have in depth knowledge about formation of a company and its registration, MOA and learn the mode to register and fill the documents online.

CO2: learn about AOA, prospectus and related provisions

CO3: able to understand different types of share capital and related provisions and have a clear conceptual understanding about the powers, duties and legal position of directors.

CO4: have in depth knowledge about company meetings and their winding up procedures.

Bachelor of Business Administration Semester-V
Session: 2025-26
Company Law
Course Code: BBRL-5323

Time: 3 Hours	**Max. Marks: 100**
L-T-P	**Theory: 80**
4-0-0	**CA: 20**

Instructions for the Paper Setter: Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section. Each question will carry 16 marks.

UNIT-I

Company – Meaning, Latest Amendments, Features, Types, Formation: Promotion and Registration, Preliminary contracts, Limited Liability Partnership, One Person Company. Memorandum of Association: Meaning, Importance, Contents, Alteration, Doctrine of Ultra Vires.

UNIT-II

Article of Association: Meaning, Contents, Alteration, Differences between Memorandum of Association and Articles of Association, Constructive notice of Memorandum and Article, Doctrine of Indoor Management.
Prospectus: Definition, Dating and Registration of Prospectus, Kind of Prospectus: Shelf Prospectus, Deemed Prospectus, Abridged Prospectus, Red herring Prospectus, Liability for Misstatement in prospectus.

UNIT-III

Share Capital: Kinds, Classes of Capital, Alteration of Capital, Further issue of Capital, Voting Rights.
Transfer and transmission of shares
Board of Directors: Directors Powers, duties, appointment, removal, legal position, Borrowing Powers, Managerial Remuneration. Women Directors.

UNIT-IV

Company Meetings :-Rules of Meetings, Annual general meeting, extraordinary general meeting, Meeting of BOD, Quorum for different meetings, Kinds of resolutions, dividend, Procedure for Conducting Meetings (including Board meetings).
Winding Up- Modes of Winding up, Commencement and Procedure of Winding up and Consequences of Winding up order.

Suggested Readings:

1. Avtar Singh, "Company Law".
2. N. D. Kapoor, "Company Law & Secretarial Practice".

Note : The latest editions of the books should be followed.

Bachelor of Business Administration Semester-V
Session: 2025-26
Entrepreneurship and Small Business
Course Code: BBRL-5324

Course Outcomes:

On successful completion of this course, students will be able to:

CO1: Understand basic concepts in the area of entrepreneurship, the role and importance of entrepreneurship for economic development,

CO2: know about the role of Entrepreneurship Development Programmes in Entrepreneurship.

CO3: understand about the role of Small Scale Business, growth and diversification strategies in Entrepreneurship.

CO4: understand the contribution of Commercial banks in promoting and servicing small business

Bachelor of Business Administration Semester-V
Session: 2025-26
Entrepreneurship and Small Business
Course Code: BBRL-5324

Time: 3 Hours	**Max. Marks: 100**
L-T-P	**Theory: 80**
4-0-0	**CA: 20**

Instructions for the Paper Setter: Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section. Each question will carry 16 marks

UNIT-I

Concept of Enterpreneurship: The Enterpreneur: Definition, nature, and characteristics of enterpreneurhsip. Emergence of enterpreneurial class including women enterpreneurs. Theories of enterpreneurship ; Socio-economic environment and the enterpreneur. The concept of joint stoke company, public company, private company, government company, partnership company, Hindu undivided family.

UNIT-II

Characteristics of Enterpreneur- Leadership risk taking, decision making and business planning.
Innovation and enterpreneurship, enterpreneurial behavior and motivation.
Enterpreneurial Development Programmes **-**Their relevance and achievements, Role of government in organising such programmes. Critical Evaluation.

UNIT-III

Small Business as a Seed Bed of Enterpreneurship: Concept of business venture. The start-up process: Concept, Plan, Implementation, Intial Strategic Planning, Product and Marketing Scope, Legal and tax consideration, risk analysis and financial considerations.
Profit Planning in Small Enterprise: Growth Strategies and diversification. Finance Management in current operations and expansion of capital.

UNIT-IV

Role of Small Business in the national economy. National Policies for small business development. Government and Non-Governmental assistance.
Contribution of Commercial Banks in Promoting and servicing small business. Small business and modern technology.

Suggested Readings:

1. Hall, B. Pricke; and Royce L. Brahamson, "Small Business Management".
2. Kenneth R., Van Voorthis, "Enterpreneurship and Small Business Management".
3. Hans Schollhammer and Arthur H. Kuriloff, "Enterpreneurship and Small Business Management".
4. Joseph R. Mancuso, "How to Start, Finance and Manage Your Own Small Business".
5. Sharma, R.A, "Enterpreneurial Change in Indian Industries".
6. Dhar, P.N. and Lydall H.F.,"The Role of Small Enterprises in Indian Economic Development".

Note: The latest editions of the books should be followed.

Bachelor of Business Administration Semester-V

Session: 2025-26

Cost Accounting

Course Code: BBRL-5325

COURSES OUTCOMES:

On successful completion of this course, students will be able to:

CO1: Describe how cost accounting is used for decision making and performance evaluation, cost concepts, determine material and labor costing.

CO2: Explain and understand contract costing and process costing.

CO3: Assess how cost-volume-profit are related and use CVP analysis as a planning and decision- making tool, other techniques as managerial costing, and standard costing.

CO4: Prepare a budget and use budgetary control and other techniques like standard costing and marginal costing for performance evaluation and cost control.

Bachelor of Business Administration Semester-V
Session: 2025-26
Course Code: BBRL-5325
Course Title: Cost Accounting

Time: 3 Hours	**Max. Marks: 100**
L-T-P	**Theory: 80**
4-0-0	**CA: 20**

Instructions for the Paper Setter: Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section. Each question will carry 16 marks

UNIT-I

Introduction:- Concept of cost, costing, cost Accounting & Cost Accountancy, Limitations of Financial Accounting, Origin and Objectives of cost Accounting, Advantages and limitations of Cost Accounting, Difference between Financial and Cost Accounting , Cost unit & Cost centre, Elements of cost, Material, Labour and other Expenses Classification of cost, Types of Costs and Preparation of Cost Sheet.

UNIT-II

Methods of Costing:- Contract Costing
Process Costing - Meaning, Features, Normal and Abnormal Loss/ Gains

UNIT-III

Marginal Costing – Meaning and various concepts - Fixed Cost Variable Cost, Contribution, P/V Ratio, Break Event Point, Margin of Safety.
Standard Costing- Definition and Meaning of Various Concepts Advantages and Limitations of Standard Costing.
Variance Analysis – Material and Labour Variances only.

UNIT-IV

Budget and Budgetary Control- Definition, Meaning and objectives of Budgetary control Advantages and disadvantages of Budgetary Control Types of Budget.

Suggested Readings:

1. Vasistha and Saxena, "Advanced Cost Accounting",
2. Jain. S.P. and Narang, "Advanced Cost Accounting".
3. Maheshwari, S.N. "Cost Accounting"
4. Arora, M.N " Cost Accounting Principles & Practices", Vikas Publishing House, New Delhi
5. Dev, Prabhu "Cost Accounting", Himalaya Publication, New Delhi

Note: The latest editions of the books should be followed.

Bachelor of Business Administration Semester-V
Session: 2025-26
Management of Banking Operations
Course Code: BBRL-5326(OPTION CI)

COURSE OUTCOMES:

After passing this course the students will be able to:

CO1: understand the regulatory framework of RBI

CO2: understand the various types of risk & its framework

CO3: have in-depth knowledge of Basel Norms & regulatory framework

CO4: understand the framework of Asset Liability Management

Bachelor of Business Administration Semester-V

Session: 2025-26

Management of Banking Operations

Course Code: BBRL-5326(OPTION CI)

Time: 3 Hours	**Max. Marks: 100**
L-T-P	**Theory: 80**
4-0-0	**CA: 20**

Instructions for the Paper Setter: Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section. Each question will carry 16 marks

UNIT I

Management of banks: Regulatory role of RBI, Monetary Policy-meaning and its implications. Laws in banking-RBI Act 1934, Negotiable Act 1881, The Banking Regulation Act 1949.

Types of Bank Accounts- Fixed or time deposit account, Savings bank deposit account, Current deposit account, Recurring deposit account.

UNIT II

Lending- Features of bank credit, types of lending, terms and conditions of lending, different types of loans and their features. Risk management in banks- types of risks.

UNIT III

Capital Adequacy- the Basel Accord implications for bank, CRAR and Prudential Norms for asset classification, income recognition and provisioning, Anti- money laundering and KYC norms.

UNIT IV

Introduction to Asset Liability Management, Customer Relationship Management, Corporate Governance in Commercial Banks. Innovations in Banking with special reference to Fee Based Services.

Suggested Readings:

1. Padmalatha, Suresh and Justin Paul, "Management of Banking and Financial Services", Pearson Education, New Delhi.

2. Sharma, R.K., Gupta, Shashi K, Jagwant Singh, "Banking and Insurance"

3. Agarwal O.P, "Banking and Insurance"

4. Sethi, Jyotsana and Bhatia, Nishwan, "Elements of Banking and Insurance"

Note: The latest editions of the books should be followed.

Bachelor of Business Administration Semester-V
Session: 2025-26
Insurance and Risk Management
Course Code: BBRL-5327(OPTION CII)

Course Outcomes:

On successful completion of this course, students will be able to:

CO1: exchange regulatory framework of Insurance in India

CO2: explain the nature and principles of insurance (life and general insurance)

CO3: identify and categorise the various risks

CO4: explain the various risk control measures available and apply the insurance mechanism in risk management

Bachelor of Business Administration Semester-V
Session: 2025-26
Insurance and Risk Management
Course Code: BBRL-5327(OPTION CII)

Time: 3 Hours **Max. Marks: 100**
L-T-P **Theory: 80**
4-0-0 **CA: 20**

Instructions for the Paper Setter: Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section. Each question will carry 16 marks

UNIT-I

Definition, Nature, role and importance of insurance, salient features of IRDA Act 1999
Rational for opening up of Insurance sector to private sectors. Nature of life insurance contract. Annuities, surrender value, calculation of premium and measurement of risk. Progress of life insurance business in India.

UNIT-II

Fire insurance -Nature and use, policy condition, rate fixation, payment of Claims, reinsurance, marine insurance: nature. Premium calculation, payment of claims.
Motor insurance policy and covers, comprehensive policies, third party Act policies, extra benefit cover motor Insurance claims.

UNIT-III

Concept of risk, corporate and personal risk management. Identification of risk: tools /technique for perception of risk: method for determining the operative causes of perils: safety audit

UNIT-IV

Evaluation of risk: risk avoidance and reduction risk : methods of loss prevention and risk reduction. Role of surveyors in loss prevention or risk reduction. techniques of risk financing Retention of risk : captive insurance companies, transfer of risk :types of risk transfer, benefits and limitations of insurance- Partial Insurance arrangements.

Suggested Readings :

1. Insurance Regulation and Development Act.
2. Gopal Krishan, G, "Insurance Principles and Practice",Sterling Publishers, New Delhi.

Note : The latest editions of the books should be followed.

Bachelor of Business Administration Semester -V
Session: 2025-26
Seminar
Course Code: BBRS-5328

Course Outcomes:

On successful completion of this course, students will be able to:

CO1: develop strong communication skills.

CO2: develop the skills that will help in enhancing and shaping their thoughts and creativity.

CO3: improve their conceptual knowledge and develop critical thinking.

CO4: improve presentation skills.

Bachelor of Business Administration Semester-V
Session: 2025-26
Seminar
Course Code: BBRS-5328

L-T-P **Max. Marks: 50**
0-0-2

Students need to go for internship of 4 weeks immediately after semester IV and submit report and present seminar on the basis of learning during internship in Semester V.

Bachelor of Business Administration Semester-VI
Session 2025-26
Income Tax
Course Code: BBRL-6323

Course Outcomes:

After successful completion of this course, students will be able to –

CO1: Understand the concept of Income Tax Law and the different terms.

CO2: Have the knowledge of latest provisions of Income Tax Act regarding different Heads of Income-Salaries, House Property and Business and Profession.

CO3: Understand the concept of Capital Gains and Other Sources for Assessment of Income.

CO4: Compute tax liability of assessee.

Bachelor of Business Administration Semester-VI
Session 2025-26
Income Tax
Course Code: BBRL-6323

Time: 3 Hours	**Max. Marks: 100**
L-T-P	**Theory: 80**
4-0-0	**CA: 20**

Instructions for the Paper Setter: Eight questions of equal marks (Specified in the syllabus) essay type /Numerical (in equal proportion) are to be set, two in each of the four Sections (A-D). Questions of Sections A- D should be set from Units I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. Each question will carry 16 marks

UNIT-I

Income Tax Act 1961: Basic Introduction, Brief history of Income Tax in India, Scope of the Act, Meaning of Income Tax; Concept of Income Tax; Assessment year, Previous year; Assessee; Person; Agricultural Income with examples; Residential status and Tax Liability.

UNIT-II

Heads of Income: Computation of Income from Salary inclusive of salary components Allowances; perquisites; profit in lieu of salary and deductions, Income from House Property allowable deductions, profits and gains from Business and Profession

UNIT-III

Income from Short term and long term capital gains; Income from other sources;

UNIT-IV

Computation of Gross Total Income and Total Income and the tax liability of a salaried individual, Deductions from the Gross Total Income of individuals. Tax Deduction at Source.

Suggested Readings:

1. Singhania, V.K., “Direct Taxes”, 2020, Taxmann Publications, New Delhi.
2. Lal, B.B. and Vashisht, N., “Direct Taxes”, 2020, Pearson Education, New Delhi.
3. Gaur, V.P. and Narang, D.B., “Income Tax Law and Practice”, 2020, Kalyani Publications, New Delhi.
4. Chandra, M., Goyal, S.P. and Shukla, D.C., “Income Tax Law and Practice”, Pragati Prakashan, New Delhi.

Bachelor of Business Administration Semester-VI
Session 2025-26
Fundamentals of Capital Market
Course Code: BBRL-6324

Course Outcomes:

On the successful completion of this course the students will be able to:
CO1: understand fundamental concepts, functions and components and instruments of capital market.
CO2: gain in-depth knowledge of mutual funds and derivatives.
CO3: learn about the role of SEBI and regulatory stock exchanges in India.
CO4: understand various stock market indices and listing requirements.

Bachelor of Business Administration Semester-VI
Session 2025-26
Fundamentals of Capital Markets
Course Code: BBRL-6324

Time: 3 Hours | **Max. Marks: 100**
L-T-P | **Theory: 80**
4-0-0 | **CA: 20**

Instructions for the Paper Setter: Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section. Each question will carry 16 marks.

UNIT-I

Introduction-evolution, structure, functions, objectives and importance of capital market in India. Components of capital market- introduction to New issue market, stock market, financial institutions

Instruments in capital market -Shares (Equity and Preference), Warrants, Bonds and its types, GDRs, ADRs, ETFs.

UNIT-II

Mutual Funds, Derivatives (forwards, futures and options). Participants in Capital Market, Difference between Capital Market and Money Market.

UNIT- III

Stock Exchanges-Stock Exchanges in India, Organization, Management, Membership, rules of stock exchange, operators at stock exchanges SEBI guidelines on Stock Exchange, weaknesses of stock exchange in India.

UNIT-IV

Listing of securities-requirement for listing, objectives of` listing, advantages of listing, Security Market Indices-Uses of Security Market Indices, Types of Indices, Differentiating Factors in constructing Market Indices.

Suggested Readings:

1. V.A Avadhani, "Security Analysis and Portfolio Management", Himalaya Publishers, New Delhi.
2. Brown, Reilly, "Investment Analysis and Portfolio Management", Thomson Publishers.
3. Singh,Preeti , "Investment Management", Himalaya Publishers, New Delhi.
4. NCFM Modules(www.nseindia.com)
5. www.sebi.gov.in, www.nseindia.com,www.capitalmarket.com

Note: The latest editions of the books should be followed.

Bachelor of Business Administration Semester-VI

Session 2025-26

Training and Development

Course Code: BBRL-6325(Option -BI)

Course Outcomes:

On successful completion of this course, the student will have reliably demonstrated the ability to:

CO1: explain the role of training and development in human resources management.

CO2: assess, design, access and implement various methods, techniques and sources of training

CO3: understand the difference between training and development

CO4: understand the various development methods used by the organizations.

Bachelor of Business Administration Semester-VI
Session: 2025-26
Training and Development
Course Code: BBRL-6325(Option -BI)

Time: 3 Hours	**Max. Marks: 100**
L-T-P	**Theory: 80**
4-0-0	**CA: 20**

Instructions for the Paper Setter: Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section. Each question will carry 8 marks

UNIT – I

Training:- Conceptual aspects, Training and Learning, Learning theories and styles Training objectives, Identification of training needs, Training Process, Policies, Plans designing training program, Methods of Training, Evaluation of Training Effectiveness and Significance of Training, wages and salary administration.

UNIT – II

Training Needs Assessment (TNA): Meaning and purpose of TNA, TNA at different levels, Approaches for TNA, output of TNA, methods used in TNA, Developing effective trainers.

UNIT – III

Development: - Concept, Difference between training and development, Objectives of development, Development Process, Development needs evolving development policies, Preparing development plans, designing development program, Development Methods, Case Studies, Role play.

UNIT-IV

Business Games, Sensitivity Training, Transaction Analysis, Behaviour Modeling and evaluation of development effectiveness. Emerging issues in Training and Development in India

Suggested Readings:

1. Armstrong M.A. “Handbook of Human Resource Management Practice”, Cogan Page, London
2. Dayal ,I “Manpower Training in organizations” Prentice Hall of India, New Delhi.
3. Craig ,Robert “Training and Development Handbook” McGraw Hill, New York
4. Brahm Canzer, “E-Business and Commerce: Strategic Thinking & Practice”,Biztantra Publishers.
5. Kotler, Philip. “Marketing Management”.

Note: The latest editions of the books should be followed.

Bachelor of Business Administration Semester -VI
Session: 2025-26
Contemporary Issues in Human Resource Management
Course Code: BBRL-6326(Option -BII)

Course Outcomes:

After successful completion of this course, students will be able to-

CO1: Evaluate the importance of human resources and ethical issues which are concerned with human resources and understand governmental regulations affecting employees and employers.

CO2: have in depth knowledge to measure performance and linking it with rewards and compensation.

CO3: Analyze the key issues related to administering the human elements such as diversity, unemployment and changing patterns of work.

CO4: able to understand the recent developed concepts of 21st century, E-HRM, HR accounting and auditing.

Bachelor of Business Administration Semester-VI
Session: 2025-26
Contemporary Issues in Human Resource Management
Course Code: BBRL-6326(Option -BII)

Time: 3 Hours	**Max. Marks: 100**
L-T-P	**Theory: 80**
4-0-0	**CA: 20**

Instructions for the Paper Setter: Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section. Each question will carry 16 marks

UNIT- I

Human Resources and the Competitive advantage, ethical issues and challenges in HRM Job stress and work family conflict, Gender issues in workplace.

Performance Management and Organizational Reward System: - definition, purpose, principles, concerns Ethical considerations, scope and background.

UNIT- II

Performance Management as a Business strategy, Theoretical framework; Goal setting theory, Expectancy theory ; Designing of Performance management systems ; setting goals ,measuring performance , Rewarding performance; Concept and significance , Foundation of the reward system , Economic Theories relating to pay , Psychological and Motivational theories affecting reward.

UNIT -III

Managing Diversity: Meaning, Challenges in managing diversity, Diversity in organizations, improving the management of Diversity. The nature of work: Meaning of work; Theories about work; Organizational factors affecting work, Changing patterns of work; Unemployment.

UNIT- IV

HR Retention: Benefits and strategies, HRM in Electronic Era, Human Resource Accounting & Auditing, The role of HRM in 21st century and future directions of HRM. Nature of Work & Attitude. Outsourcing and contracting.

Suggested reading:

1. Michael Armstrong, ‘A Handbook of Human Resource Management Practices’, Kogan Page London.
2. Luis R. Gomez –Mejia, David B Balkin and Robert L Cardy, “Managing Human Resources”,PHI, New Delhi.
3. Tanuja Agarwal, “Strategic Human Resource Management”, Oxford University Press, New Delhi.

Note: The latest editions of the books should be followed.

Bachelor of Business Administration Semester-VI
Session: 2025-26
Viva Voce
Course Code: BBRV-6327

L-T-P	**Max. Marks: 50**
0-0-2	