



ANDHRA KESARI UNIVERSITY :: ONGOLE

Model Syllabus for 4-Year UG Honours in B.B.A. (General) as Major in
consonance with Curriculum framework w.e.f. AY 2025-26

COURSE STRUCTURE

Year	Semester	Course	Title of the Course	No. of Hrs /Week	No. of Credits	
I	I	1	Accounting for Managers	4	4	
		2	Principles of Management	4	4	
	II	3	Managerial Economics	4	4	
		4	Business Law	4	4	
II	III	5	Business Environment	4	4	
		6	Business Statistics	4	4	
		7	Business Communication	4	4	
	IV	8	Marketing Management	4	4	
		9	Human Resource Management	4	4	
		10	Financial Management	4	4	
III	V	11	Entrepreneurship & Startups Eco System	4	4	
		12 A	Retail Marketing	4	4	
		OR				
		12 B	Logistics and Supply Chain Management	4	4	
		13 A	Financial Institutions & Markets	4	4	
		OR				
		13 B	Organisation Behaviour	4	4	
		VI	14 A	Micro, Small & Medium Enterprises Management	4	4
			OR			

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SEMESTER-III

COURSE 5: BUSINESS ENVIRONMENT

Theory

Credits: 4

4 hrs/week

Course Objectives

This course is designed to:

- Enable the students to develop an understanding of the Indian business environment and various factors impacting the business.
- Help them make effective decisions based on analysis of the business environment.
- Develop an understanding of the MSME sector and the challenges therein.
- Familiarize the students with international trade and issues related to Balance of Payments.
- Comprehend the role of international institutions in the growth of international business.

Course Outcomes

Upon successful completion of the course, students will be able to:

CO1: Understand the concept and components of the Indian business environment and their influence on business decision-making.

CO2: Analyze the political, legal, and economic environment including major policies and reforms.

CO3: Evaluate the importance, structure, and challenges of the MSME sector in India.

CO4: Explain the structure and causes of disequilibrium in Balance of Payments and corrective measures.

CO5: Assess the role of international institutions and FDI in shaping the international business environment.

Unit I: Introduction to Business Environment

Business Environment – Concept, Nature, and Significance – Elements of Environment: Internal and External – Salient Features of the Indian Economy – Evolution and Changes in the Indian Economy in Recent Years – Importance of Environmental Scanning for Business Decision-making.

Unit II: Political, Legal and Economic Environment of Business

Elements of Political Environment – Role of Government in Business Facilitation – Overview of Legal Environment: Competition Act, FEMA, Licensing Policies – Economic Environment: Types of Economic Systems – Industrial Policy of 1991 – Overview of Economic Reforms – Planning Commission vs. NITI Aayog.

Unit III: Economic Policies

Economic Reforms and New Economic Policy – New Industrial Policy – Competition Law – Fiscal Policy- Monetary Policy

Unit IV: Balance of Payments (BOP)

Meaning and Importance of International Trade – Components of Balance of Payments – Causes for Disequilibrium in BOP – Measures to Correct Disequilibrium: Trade Regulation, Exchange Control, Devaluation – Convertibility of Currency – Current and Capital Account Convertibility – India's BOP Position.

Unit V: International Business Environment

Introduction to International Economic Institutions – Evolution, Significance, and Functions of IMF, World Bank, WTO, BRICS, and EU – GATT and Uruguay Round: Objectives and Impact – Foreign Direct Investment (FDI): Meaning, Need, and Importance in Developing Countries – Role and Trends of FDI in India's Economic Development.

Student-Centric Activities

- Conduct a SWOT analysis of the Indian business environment with examples from recent economic trends.
- Prepare and present a case study on a successful MSME and the government schemes it has utilized.
- Group discussion on the role of NITI Aayog vs Planning Commission in shaping India's economic future.
- Analyze India's latest Balance of Payments data and interpret causes of surplus or deficit.
- Simulation of an international trade negotiation with roles assigned for IMF, WTO, BRICS, and Indian policymakers.

References

1. Cherunilam, F. (2023). *Business environment: Text and cases* (29th ed.). Himalaya Publishing House.
2. Aswathappa, K. (2022). *Essentials of business environment* (14th ed.). Himalaya Publishing House.
3. Paul, J. (2021). *Business environment: Text and cases* (3rd ed.). McGraw-Hill Education.
4. Saleem, S. (2020). *Business environment* (2nd ed.). Pearson Education.
5. Mishra, S. K., & Puri, V. K. (2021). *Economic environment of business* (7th ed.). Himalaya Publishing House.

SEMESTER-III

COURSE 6: BUSINESS STATISTICS

Theory

Credits: 4

4 hrs/week

Course Objectives:

This course is designed to enable students to:

- Understand and be able to collect and present data in the most refined and relevant manner pertaining to the research
- Enable students to understand, different measures of central tendency.
- Develop the ability to compute and interpret various measures of dispersion.
Compute skewness
- Establish the relationship between two variables by using measures of relations

Course Outcomes (COs)

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

CO1: Understand the basic concepts and significance of statistics, and present data using classification, tabulation, and graphical methods.

CO2: Compute and interpret various measures of central tendency to analyze datasets effectively.

CO3: Apply measures of dispersion to evaluate variability and consistency in data.

CO4: Analyze data distribution using skewness measures and interpret asymmetry in datasets.

CO5: Evaluate relationships between variables using correlation techniques like Pearson's and Spearman's methods.

Unit I: Introduction to Statistics

Definition, Importance, Characteristics, and Limitations of Statistics – Classification and Tabulation of Data – Construction of Frequency Distribution Tables – Diagrammatic and Graphical Representation of Data (Bar Diagrams, Pie Charts, Histogram, Frequency Polygon, Ogive curves) – (Including problems)

Unit II: Measures of Central Tendency

Types of Averages – Requisites of an Ideal Average – Computation and Application of Mean, Median, Mode – Median-based Averages – Geometric Mean – Harmonic Mean – (Including problems)

Unit III: Measures of Dispersion

Concept and Properties of Dispersion – Absolute vs. Relative Measures – Types: Range, Quartile Deviation (Semi-Interquartile Range), Mean Deviation, Standard Deviation – Coefficient of Variation (Including problems)

Unit IV: Skewness

Meaning and Importance of Skewness – Absolute and Relative Measures – Karl Pearson's, Bowley's, and Kelly's Coefficients of Skewness (Including problems)

Unit V: Measures of Relation

Correlation: Concept, Need, and Uses – Types of Correlation – Karl Pearson's Correlation Coefficient – Interpretation using Probable Error – Spearman's Rank Correlation – (Including problems)

Activities:

- Organize student-led seminars and quizzes on statistical concepts.
- Collect and interpret demographic and economic statistics of local areas (village/town/district).
- Participate in government-led statistical experiments (e.g., crop-cutting surveys).
- Practice statistical functions and data visualization using MS Excel.
- Prepare questionnaires and conduct sample surveys.

References :

1. Reddy, C. R. (1994). *Business statistics*. Deep & Deep Publications.
2. Gupta, S. P. (1992). *Statistical methods*. Sultan Chand & Sons.
3. Kapoor, V. K. (2018.). *Statistics: Problems and solutions*. Sultan Chand & Sons.
4. Elhance, D. N. (2017). *Fundamentals of statistics*. [Sultan Chand & Sons].
5. Vittal, P. R. (2018). *Business statistics*. Margham Publications.

SEMESTER-III

COURSE 7: Business Communication

Theory

Credits: 4

4 hrs/week

Course Objectives

This course is designed to:

- Provide a clear understanding of the principles and process of business communication.
- Develop proficiency in both oral and written communication in a business context.
- Enhance the ability to prepare professional business correspondence and reports.
- Inculcate skills for effective presentation, negotiation, and interpersonal communication.
- Enable students to adapt communication strategies across cultures and media.

Course Outcomes (COs)

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

CO1: Understand the fundamentals, types, and barriers of business communication.

CO2: Draft professional business letters, memos, and emails using correct formats and tone.

CO3: Prepare and deliver effective presentations and participate in business meetings.

CO4: Demonstrate improved listening, negotiation, and interpersonal skills.

CO5: Apply communication strategies effectively in intercultural and digital contexts.

Unit I: Fundamentals of Business Communication

Communication – Meaning, Objectives, Process, and Importance – Principles of Effective Communication – Channels and Types – Verbal and Non-Verbal Communication – Barriers to Communication – Overcoming Communication Barriers – Business Etiquette and Professionalism in Communication.

Unit II: Written Communication in Business

Structure and Layout of Business Letters – Letters: Enquiry, Order, Complaint, Sales, and Collection – Memos, Notices, Circulars – Agenda and Minutes of Meetings – Resume and Email Etiquette – Report Writing: Types, Format, and Essentials of Good Reports.

Unit III: Oral Communication and Public Speaking

Principles of Effective Oral Communication – Telephonic Conversation – Interview Skills – Group Discussions – Business Presentations: Planning, Preparation, and Delivery – Use of Visual Aids – Handling Q&A Sessions – Speech Anxiety and Confidence Building.

Unit IV: Interpersonal and Negotiation Skills

Listening Skills – Active and Empathetic Listening – Interpersonal Communication in the Workplace – Assertiveness and Conflict Resolution – Negotiation: Process, Types, and Techniques – Role Plays and Case Scenarios – Communication in Teams and Leadership Communication.

Unit V: Technology and Cross-Cultural Communication

Digital Communication Tools – Social Media for Business Communication – Video Conferencing and Virtual Meetings – Communication across Cultures – Barriers to Cross-Cultural Communication – Tips for Effective Global Communication – Ethics in Digital and Intercultural Communication.

Student-Centric Activities

- **Business Letter Drafting Practice:** Students prepare various types of letters using professional formats.
- **Mock Interviews and Role Plays:** Practice real-time HR interviews, negotiation, and client handling.
- **Presentation Lab:** Students design and deliver PowerPoint presentations with feedback sessions.
- **Group Discussions:** Weekly GD sessions on current business topics to build critical thinking.
- **Email and Report Writing Exercises:** Weekly assignments using business email and reporting formats.

References

1. Krizan, A. C., Merrier, P., & Jones, C. (2022). *Business Communication*. Cengage Learning.
2. Lesikar, R. V., & Flatley, M. E. (2021). *Basic Business Communication: Skills for Empowering the Internet Generation*. McGraw-Hill Education.
3. Raman, M., & Singh, P. (2022). *Business Communication*. Oxford University Press.
4. Bovee, C. L., & Thill, J. V. (2021). *Business Communication Today*. Pearson Education.
5. Kaul, A. (2020). *Effective Business Communication*. PHI Learning.

SEMESTER-IV

COURSE 8: MARKETING MANAGEMENT

Theory

Credits: 4

4 hrs/week

Course Objectives

This course is designed to:

- Introduce the core concepts and functions of marketing in business management.
- Develop understanding of market segmentation, targeting, and positioning strategies.
- Familiarize students with product, price, place, and promotion (4Ps) decisions.
- Explore marketing strategies in competitive and global environments.
- Apply marketing principles in real-life business situations and case studies.

Course Outcomes (COs)

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

CO1: Understand the nature, role, and scope of marketing in business.

CO2: Analyze customer needs and implement segmentation, targeting, and positioning strategies.

CO3: Apply 4Ps in developing a marketing mix for products and services.

CO4: Evaluate marketing strategies in different competitive scenarios.

CO5: Design basic marketing plans and assess consumer behavior patterns.

Unit I: Introduction to Marketing

Definition, Nature, and Scope of Marketing – Evolution of Marketing Concepts – Core Marketing Concepts – Role of Marketing in Organizations and the Economy – Marketing vs. Selling – Marketing Environment: Micro and Macro Factors.

Unit II: Consumer Behavior

Understanding Consumer Behavior – Buying Decision Process – Influencing Factors – Market Segmentation: Meaning, Bases, and Benefits – Targeting Strategies – Product Positioning: Concepts, Strategies, and Differentiation.

Unit III: Product and Pricing Decisions

Product: Concept, Levels, and Classifications – Product Life Cycle (PLC) – New Product Development – Branding, Packaging, and Labeling – Pricing: Objectives, Factors Affecting Price Decisions – Pricing Strategies and Methods.

Unit IV: Distribution and Promotion Decisions

Place (Distribution): Channels of Distribution – Types and Functions of Intermediaries – Logistics and Supply Chain Management – Promotion: Elements of Promotion Mix – Advertising, Personal Selling, Sales Promotion, and Public Relations – Recent Trends in Promotion.

Unit V: Marketing Strategy and Trends

Marketing Planning and Control – Competitor Analysis – Strategic Marketing Process – Digital Marketing Basics – Rural and Green Marketing - Ethics in Marketing – Global Marketing Challenges and Opportunities.

Student-Centric Activities

- Case Study Analysis: Study real-world companies and their marketing strategies.
- Product Pitch Activity: Create and present a product with complete marketing mix.
- Consumer Survey Project: Conduct a small survey to analyze buying behavior.
- Group Presentation: Segmentation and positioning analysis for a selected brand.
- Marketing Campaign Design: Develop a mini ad campaign using social media tools.

References

1. Kotler, P., Keller, K. L., Koshy, A., & Jha, M. (2022). *Marketing Management* (15th ed.). Pearson Education.
2. Ramaswamy, V. S., & Namakumari, S. (2021). *Marketing Management*. McGraw-Hill Education.
3. Saxena, R. (2021). *Marketing Management*. Tata McGraw-Hill.
4. Etzel, M. J., Walker, B. J., & Stanton, W. J. (2020). *Marketing*. McGraw-Hill.
5. Arora, R. (2021). *Marketing Management*. Himalaya Publishing House.

SEMESTER-IV

COURSE 9: HUMAN RESOURCE MANAGEMENT

Theory

Credits: 4

4 hrs/week

Course Objectives

This course is designed to:

- Understand the nature, scope, and evolution of human resource management (HRM).
- Familiarize students with key HR functions such as recruitment, selection, training, and performance appraisal.
- Analyze the legal and ethical aspects of managing human resources.
- Explore employee engagement, motivation, and retention strategies.
- Assess the challenges of HRM in changing business environments.

Course Outcomes (COs)

Upon completion of the course, students will be able to:

CO1: Understand the principles and practices of HRM in organizations.

CO2: Apply recruitment, selection, training, and appraisal techniques effectively.

CO3: Analyze labor laws and their impact on employee relations.

CO4: Evaluate HR policies that promote motivation and retention.

CO5: Understand emerging trends in HRM such as HR analytics and remote work.

Unit I: Introduction to HRM

Definition, Nature, and Scope of HRM – Evolution and Functions of HRM – HRM vs. Personnel Management – Strategic HRM – Role of HR Manager – HRM in the Digital Era – Challenges of HRM in Globalized Context.

Unit II: Human Resource Planning and Recruitment

HR Planning: Concept and Process – Job Analysis: Job Description and Job Specification – Recruitment: Sources and Methods – Selection Process – Interviews and Testing – Placement and Induction – Internal Mobility and Transfers.

Unit III: Training, Development, and Performance Appraisal

Employee Training: Needs, Methods, and Evaluation – Management Development – Career Planning and Succession Planning – Performance Appraisal: Methods, Issues, and Feedback – Potential Appraisal and 360-Degree Feedback.

Unit IV: Compensation and Employee Welfare

Wage and Salary Administration – Components of Compensation – Incentives and Fringe Benefits – Employee Welfare Measures – Quality of Work Life (QWL) – Social Security and Grievance Handling Mechanism.

Unit V: Industrial Relations and Emerging Trends

Industrial Relations: Concept, Importance, and Causes of Disputes – Trade Unions – Collective Bargaining – HRM and Technology – Remote Work and Hybrid Models – HR Analytics – Employee Engagement and Employer Branding.

Student-Centric Activities

- **Role Plays:** Conducting mock interviews and appraisal discussions.
- **Case Study:** Analysis of HR issues in real-life organizations.
- **Group Presentation:** On HR trends like gig economy or HR tech.
- **Job Analysis Project:** Create job descriptions/specifications for sample roles.
- **Survey Activity:** Assess employee satisfaction/motivation in a small enterprise.

Recommended Textbooks

1. Gary Dessler (2022). *Human Resource Management*. Pearson Education.
2. K. Aswathappa (2021). *Human Resource Management: Text and Cases*. McGraw
3. Hill.
4. V.S.P. Rao (2021). *Human Resource Management*. Himalaya Publishing House.
5. C.B. Gupta (2022). *Human Resource Management*. Sultan Chand & Sons.
6. Snell & Bohlander (2020). *Managing Human Resources*. Cengage Learning.

SEMESTER-IV

COURSE 10: FINANCIAL MANAGEMENT

Theory

Credits: 4

4 hrs/week

Course Objectives

This course is designed to:

- Introduce students to the principles and functions of financial management.
- Provide knowledge on financial planning, capital budgeting, and working capital management.
- Develop skills in evaluating financial performance using various tools.
- Familiarize students with the concepts of cost of capital, capital structure, and dividend policies.
- Enable students to make sound financial decisions in business contexts.

Course Outcomes (COs)

Upon completion of the course, students will be able to:

CO1: Understand the role and scope of financial management in business.

CO2: Analyze financial statements and ratios to evaluate firm performance.

CO3: Apply capital budgeting techniques to assess investment decisions.

CO4: Evaluate decisions related to capital structure, leverage, and dividend policy.

CO5: Plan and manage working capital efficiently.

Unit I: Introduction to Financial Management

Nature, Scope, and Objectives of Financial Management – Profit vs. Wealth Maximization – Functions of Finance Manager – Time Value of Money – Risk and Return Trade-Off – Financial Decisions and their Interrelation.

Unit II: Capital Budgeting

Meaning and Importance of Capital Budgeting – Methods: Payback Period, NPV, IRR, Profitability Index – Capital Rationing Analysis

Unit III: Capital Structure and Cost of Capital

Concept and Significance of Capital Structure – Factors Affecting Capital Structure – Leverages: Operating, Financial, and Combined – EBIT-EPS Analysis – Cost of Capital: Cost of Equity, Debt, Preference Shares, Weighted Average Cost of Capital (WACC).

Unit IV: Working Capital Management

Concept and Need for Working Capital – Determinants of Working Capital – Operating Cycle – Management of Cash, Inventory, and Receivables – Working Capital Financing – Estimation of Working Capital Requirement.

Unit V: Dividend and Financial Decisions

Dividend Policy: Determinants and Types – Theories of Dividend: Walter, Gordon, and MM Hypothesis – Financial Planning – Sources of Finance: Long-Term and Short-Term.

Student-Centric Activities

- Case Studies on capital budgeting or working capital problems.
- Group Projects on analyzing financial performance of listed companies.
- Role Play as financial advisors making investment recommendations.
- Financial Planning Simulation using Excel for WACC or capital structure decisions.
- Quizzes & MCQs on time value of money and ratio analysis.

Recommended Textbooks

1. Khan, M.Y. & Jain, P.K. (2022). *Financial Management: Text, Problems and Cases*. McGraw Hill.
2. Pandey, I.M. (2021). *Financial Management*. Vikas Publishing.
3. Chandra, Prasanna. (2022). *Financial Management: Theory and Practice*. Tata McGraw Hill.
4. Rustagi, R.P. (2021). *Fundamentals of Financial Management*. Taxmann.
5. Van Horne, J.C. & Dhamija, S. (2020). *Financial Management and Policy*. Pearson Education.