B.A

Business Management

MANGALORE UNIVERSITY

CURRICULUM STRUCTURE AND SCHEME OF EXAMINATIONS OF

B.A. DEGREE PROGRAMME IN BUSINESS MANAGEMENT

(W.e.f.2024-25)

Preamble:

Business management gives skills and knowledge that are directly applicable in all aspects of life. Whether it is planning, influencing, analyzing, networking or organizing – business management helps to develop key competencies that will promote career prospects and will ultimately lead to success!

Business management helps to manage the human resources and develop team working and communication skills, which are both important qualities of successful leadership. No matter what you ultimately end up doing – starting your own business, working in the public or private sector - the ability to be a good team-player and to build relationships and influence others will be essential.

Name of the Degree Programme: B.A

Discipline: Business Management

Objectives of the Programme:

1. Develop key management skills.
2. Management courses teach students the art of analyzing information, weighing the pros and cons, and making sound decisions.
3. Business management can help individuals develop their leadership skills and increase their ability to lead and motivate teams.
4. Financial management is a critical aspect of management, and studying management can provide students with a thorough understanding of financial concepts and practices.
5. Business management study includes case studies of successful organizations, providing students with a practical understanding of how management principles are applied in the real world.

Course Scheme							
Course Code	**Courses**	**Instruction Hours per week**	**Exam Hours**	**Marks Final Exam**	**IA**	**Total Marks**	**Credit**
Semester I							
BABM 1.1	**Principles of Management**	6	3	80	20	100	5
Semester II							
BABM 2.1	**Marketing Management**	6	3	80	20	100	5
Semester III							
BABM3.1	**Financial Decisions**	6	3	80	20	100	5
BABM3.2 (Elective)	**Personality Developments and Communication Skills/ Retail Managements**	2	2	40	10	50	2
Semester IV							
BABM4.1	**Strategic Management**	6	3	80	20	100	5
BABM4.2 (Elective)	**Industrial Relations/ Auditing**	2	2	40	10	50	2
Semester V							
Paper V: BABM5.1	**Managerial Economics and Business Statistics**	5	3	80	20	100	4
Paper VI: BABM5.2	**Human Resource Management**	5	3	80	20	100	4

Semester VI							
Paper VII: BABM6.1	**Income Tax and Change Management**	5	3	80	20	100	4
Paper VIII: BABM6.2	**Event Management**	5	3	80	20	100	4

Compulsory- skill course(May be offered either in IV/V/VI semester)

BABM4.3/5.3/ 6.3 (Skill Based)	**Case based learning**	2	2	40	10	50	2

Evaluation of the course consists of

1. Theory exam for 3 hours duration for 80 marks
2. Internal Formative Continuous Assessment for 20 marks

20 marks for Two written Internal Assessment tests
Pedagogy: Class Lecture, Group discussions, Role play, Micro Project, Field Visits, Using PPT & Videos , Focus group Discussion , Class Seminar and Case studies

Internal Assessment:
The internal assessment marks for a course shall be based on two tests of 10 marks each. The test shall be of at least one hour duration.

Item	Test 1	Test 2	Total
Score (6/5 Credit)	**10**	**10**	**20**
Score (3/2 Credit)	**-**	**10**	**10**

Question Paper Pattern
Time:3 Hours Max.Marks-80
(Title of the Course)

I. Answer any FIVE questions in 2-3 sentences each (2x5=10)

1. Q.
2. Q.
3. Q.
4. Q.
5. Q.
6. Q.
7. Q.

II. Answer any Five questions in10-12 sentences each (5x5=25)

1. Q.
2. Q.
3. Q.
4. Q.
5. Q.
6. Q.
7. Q.

III. Answer any THREE questions in 25-30 sentences each (15x3=45)

1. Q.
2. Q.
3. Q.
4. Q.
5. Q.

Question Paper Pattern
Time: 2 Hours Max.Marks-40
(Title of the Course)

I. Answer any FIVE questions in 2-3 sentences each (2x5=10)

1. Q.
2. Q.
3. Q.
4. Q.
5. Q.
6. Q.
7. Q.

II. Answer any TWO questions in10-12 sentences each (5x2=10)

1. Q.
2. Q.
3. Q.
4. Q.

III. Answer any TWO questions in 25-30 sentences each (10x2=20)

1. Q.
2. Q.
3. Q.
4. Q.

I SEMESTER
BABM 1.1: PRINCIPLES OF MANAGEMENT
(6 Hrs/Week)

Course outcomes:
By the end of the course the students will be able
1. To understand the genesis, nature and principles of management.
2. To practices of management by business organisation.
3. To understand the developments in management practices.
4. To learn various applications of management principles.

Unit – I
MANAGEMENT – Meaning, definition, characteristics, Management and Administration - Levels of management, Functions of management, Importance of management. Role of managers, Qualities of an effective manager.

Unit – II

MOTIVATION – Meaning, definition, Theories of Motivation- Maslow, Mc.Gregor's theory X and theory Y, Motivation techniques.

Unit-III
LEADERSHIP – Meaning, definition, characteristics of good leadership, qualities, and styles.

Unit-IV
DELEGATION OF AUTHORITY: meaning, principles, difficulties, steps to make delegation effective, Centralization and Decentralization, advantages and disadvantages- Line, Line and staff, functional and committee organization.

Unit – V
COMMUNICATION – Meaning, definition, characteristics, importance, channels, barriers, merits and demerits of written and verbal communication. Non-Verbal communication.

REFERENCE BOOKS
1. Reddy : Business Management, Himalaya Publishing, Mumbai
2. Srinivasan : Management Principles and Practice
3. Sherlekar-: Principles of Business Management
4. R. Sharrna. Laxminarayana : Principles and Practice of Management, Agarwal, Agra.
5. J.S Chandan: Management Theory and Practice, Vikas Publishing, New Delhi.

II SEMESTER
BABM 2.1: MARKETING MANAGEMENT
(6 Hrs/Week)

Course outcomes:
By the end of the course the students will be able
1. To understand the nature and principles of marketing management.
2. To know the significance of marketing management in business.
3. To understand the developments in marketing management.
4. To learn various applications of marketing management principles.

Unit- I
Marketing – Meaning of market and marketing, elements of marketing mix, market research and marketing research – definition, objectives, differences, function and types.

Unit – II
Service Marketing– Meaning, Characteristics, classification of services.

Unit – III
Brand Management – Definition, brand name- meaning,characteristics, advantages of brand name, types and brand mark-meaning, trade mark-meaning.

Unit-IV
Advertising And Salesmanship – Advertising – meaning, definition, objectives, media, benefits, criticism, advertisement copy, essentials of good copy. Preparation of Advertisement Copy, Case studies.
Salesmanship – Meaning, definition, importance, qualities of salesman, training methods, Remuneration methods

Unit-V
Buying Motives – Types of customers, Buying Behaviour of consumers, Factors influencing purchase decisions – cultural, social, personal and psychological.

REFERENCE BOOKS
1. R.S. Davar& N.R. Davar: Salesmanship and Publicity
2. P.K. Sahu& K.C. Raut: Salesmanship and Sales Management.
3. B.S. Raman: Marketing & Salesmanship
4. Philip Kotler: Marketing Management
5. Gibson G Vedamani: Retail Management: Functional principles & practices,Jaico Publishing House.

III SEMESTER
BABM 3.1: FINANCIAL DECISIONS
(6 Hrs/Week)

UNIT – I

Financial Management– Meaning, Characteristics, Objectives, Functions, Importance.

Unit-II

Fixed capital – factors to be considered for determining fixed capital requirements, fixed capital sources.

Unit-III

Working capital – factors to be considered, source – over and under capitalization – causes, effects, plough back.

UNIT – IV

Corporate Restructuring- Meaning, Characteristics, Objectives, Process.

International Financial Management- Meaning, Characteristics, Functions.

UNIT – V

Portfolio Management– Meaning, role, types, process.
Investment – meaning, objectives, investment V/s speculation, investment V/s gambling, types of investors, investment avenues.
Risk- meaning, elements.Systematic risk and unsystematic risk.

Reference Books

1. S. Kevin: Portfolio Management, Prentiee Hall og India, New Delhi.
2. N.K Nair: Purchase Management, Vikas Publishing New Delhi.
3. Gopalakrishna, Sundresan: Materials Management, Prentic Hall of India, New Delhi.
4. I.M. Pandey : Financial Management, Vikas Publishing, New Delhi.

III SEMESTER
Elective: 1
BABM 3.2: PERSONALITY DEVELOPMENT & COMMUNICATION SKILLS
(2 Hrs/Week)

Unit-I

Personality Development (PD)-Meaning, Characteristics, Importance of personality development, Stages, Skills.
Determinants of Personality, Personality Traits, Different types of Personality, Qualities of a good personality**.**

Unit-II

Role of Personality Development (PD) in Reducing Stress, Role of PD In Organizational Success, Personality Disorders, Personality Development at workplace, Dressing & Personality Development

Unit-III

Communication Skills-Meaning, Good communication skills, importance of Communication Skills

Reference Books:

1. The Art of Focused Conversation, By Susan Roanne
2. Social Fluency, By Patrick King.
3. Everyone Communicates, Few Connect, By John Maxwell
4. Communication skills and personality, By J R Khadam
5. Personality Development and Soft Skills, By BarunMitra

III SEMESTER
Elective:2
BABM 3.2: RETAIL MANAGEMENT
(2 Hrs/Week)

Unit I:

Introduction to Retailing, Definition, Characteristics, Emerging Trends in Retailing.

Unit-II

Factors behind the change in Indian Retail Industry, Entrepreneurship in Retail Business, Concepts of Sales & Management.

Unit III:

Retail Formats: Retail Sales by ownership, on the basis of merchandise offered, non-store based retail mix & nontraditional selling, Electronic Retailing-Types of Technology in Retailing, role of IT in Business.

Retail Marketing-Meaning, Retail Managers-Skills & Scope.

Readings

1. Cullen & Newman: Retailing - Environment & Operations, Cengage Learning EMEA
2. Berman &Evarv: Retail Management, Perntice Hall.
3. Bajaj, Tuli&Srivastava: Retail Management- Oxford University Publications
4. Gibson G Vedamani: Retail Management: Functional principles & practices, JaicoPublishingHouse.
5. Harjit Singh: Retail Management, S. Chand Publication

IV SEMESTER
BABM 4.1: STRATEGIC MANAGEMENT
(6Hrs/Week)

Unit- I: Introduction to Strategic Management: Strategy- Meaning- Levels of strategy- Strategic Management,Model- Challenges for Strategic Management- Strategic Intent- Vision-Mission- Goals- Objectives,Mc. Kinsey's 7S Framework

Unit- II: Environmental Analysis: External Environment- Elements- Environmental Scanning- Sources- Techniques- Environmental Threat Opportunity Profile (ETOP)-Porter's Five Force Model

Internal Environment- Elements- Core Competency- Distinctive Competency- Value Chain Analysis- Ansoff's Matrix-SWOT Analysis-Organisational Capabilities-Strategic Advantage Profile

Unit- III: Strategy Formulation: Strategy Formulation- Meaning-Process- Types of Strategies: Corporate level- Business Level- functional Level Contingency Strategies, Various other strategies including Diversification, Defensive, blue Ocean, etc. Strategic Decision making- BCG Matrix, Display Matrices

Unit- IV: Strategy Implementation: Meaning, Nature, Inter-relationship of formulation and implementation, Resource Allocation: Budgeting, Determinants; Introduction to Concept: Structural, Behavioural, Leadership, Functional and Operational Implementations.

Unit- V: Strategy Evaluation and Control

Nature, Importance Participants, Barriers, Essentials, Process of Control, Techniques and Types of Control; Balanced Score Card Technique, Strategic Audit and Checklist; ESG Initiatives, Role of technology and Recent Trends and Concerns in Strategic Management

References

1. Strategic Management: The Indian Context- R Srinivasan, PHI
2. Strategic Management: Text and Cases- VSP Rao and Harikrishna- Excel
3. Strategic Management: Chandra P Singh – Anmol Publication
4. Strategic Management and Business Policy – AzarKhazmi – McGraw Hill
5. Strategic Management: P SubbaRao- Himalaya Publishing House

IV SEMESTER
Elective-1
BABM 4.2: INDUSTRIAL RELATIONS
(2Hrs/Week)

Unit- I

Industrial Relation: Meaning, Characteristics, Scope, objectives, Importance, Functions, Factors affecting industrial relations, Approaches to industrial- Psychological, Sociological, Human relationships, Gandhian approach, HRM Approach.

Unit-II

Trade Unions and Employers' Association: Trade Unions meaning, Characteristics, Functions, objectives of Indian Trade Unions, types, advantages and disadvantages, structure- craft unions, General Unions, Industrial Unions, and Federations. Problems of Trade Unions, characteristics of successful Trade Unions, Decline in trade unions after Globalization-Reasons and impact.

Unit-III

Small Scale Industries (SSIs): Meaning, characteristics, differences between small-scale and large scale industries, objectives of small scale industries, advantages of small scale industries, role played by SSI in the development of the Indian Economy, problems faced by small scale industries, steps taken by the Government to solve the problems of SSIs.

REFERENCE BOOKS:

1. P. SubbaRao "Essentials of Human Resource Management and Industrial Relations"Himalaya Publishing House -2003

2. Parul Gupta "Industrial Relations and Labour Law for Managers"-Sage Texts

3. Pradhyuman Singh LakhawatPoonam Singh "Contemporary Issues of Industrial Relations"-An Indian Perspective

IV-SEMESTER
Elective- 2
BABM 4.2: AUDITING
(2 Hrs/Week)

Unit – I

Introduction to Audit: Meaning, definition, objectives, differences between Accounting and Auditing, advantages and limitations of auditing, classifications of auditing- Statutory, Government, Internal, Continuous and Annual audit

Internal Check: Meaning, definition, objectives, advantages of internal check.

Unit-II:

Audit Programme: Meaning, advantages and disadvantages, Audit notebook, Audit working papers.

Vouching: Meaning, definition, objectives, voucher- meaning, types, Verification-meaning, definition, differences between verification and valuation.

Unit-III

Company Audit: Qualifications and Disqualifications, Appointment and Removal of auditor, Rights, Duties of company auditor. Audit report-Meaning, types.

BOOKS FOR REFERENCE:

1. Auditing:T.R.Sharma, SahithyaBhavan Publications
2. Auditing:Shekhar K.C, Sulthan Chand and Company
3. Auditing: B.S. Raman, United Publishers
4.Auditing: Maxim Carl, Universal King Publishers

V-SEMESTER

BABM 5.1: MANAGERIAL ECONOMICS & BUSINESS STATISTICS

(5Hrs/Week)

Unit –I

Economics: Business Economics: Meaning, Nature. Scope and managerial implications.Application of Demand.Supply and Market Mechanism in Business Decisions.Concept and Measurement of Elasticity of Demand (Price.Income and Cross) and their managerial implications.Elasticity of Supply and their managerial implications.

Unit-II

Micro and Macro economics: Microeconomics; meaning, Central problems of an economy, production possibility curve and opportunity cost. Consumer's Equilibrium Production function Cost and Revenue: Forms of Market and Price Determination

Macroeconomics: meaning. Circular flow of income, concepts of GDP, GNP, NDP, NNP.

Measurement of National Income, Determination of Income and Employment

Unit- III

Statistics: Meaning, definition, characteristics, functions, limitations. Importance of Statistics in business.

Data Interpretation: Meaning, need for data interpretation, process of data interpretation,

Unit-IV

Quantitative Data: Meaning, Advantages and Disadvantages of Quantitative Research. Qualitative Data - Meaning, Advantages and Disadvantages of Qualitative Research.

Unit –V

Data Presentation: Diagrammatic & Graphical representation, uses, limitations, types. Arithmetic mean, median, mode, simple problems.

REFERENCE BOOKS:

1. Appaanaiah, Reddy, Shanthi: Economics for Business, Himalaya Publishing House.
2. Dr. S.K. Singh: Business Economics, SahityaBhawan Publications, Agra.
3. D.K. Setai, G. Andrews Frank ISC : Economics, Frank Broseco, Delhi.
4. Raj Mohan : Text book of Statistics, Benaka Books, Udupi.

V- SEMESTER
BABM 5.2: HUMAN RESOURCE MANAGEMENT
(5 Hrs/Week)

Unit – I

HUMAN RESOURCE MANAGEMENT – Meaning, objectives, Managerial and operative functions. Qualities of HR manager.

Unit-II

RECRUITMENT - Sources, steps in selection process, Promotion – meaning, features, purpose, types, and benefits.Talent Acquisition, Transfer-meaning, purpose, types and causes.Grievances-meaning, causes, effective steps to handle employee grievances most effectively.Grievances principles.

Unit – III

TRAINING – Meaning, need, areas of training, methods of wage payment – time wage, piece wage, merits and demerits of methods of wage payments. Incentives – meaning, types.

Unit-IV

JOB SATISFACTION – Meaning, definition, factors related to job satisfaction, advantages of job satisfaction.Job stress-meaning, symptoms, sources, management of stress.

Unit – V

INDUSTRIAL DISPUTES – Meaning, causes, consequences, types of industrial conflicts, prevention of industrial conflicts.

Absenteeism-meaning, causes, how to reduce absenteeism in the work place.

REFERENCE BOOKS

1. Prasad and Banerjee: Management of Human Resources, Sterling Ltd., New Delhi.
2. Astrid French: Interpersonal Skills, Sterling Ltd. New Delhi.
3. Jane Allen: How to develop your personal Management skills, Universal Book Stall,New Delhi.
4. ArunMonappa and Mirza S. saiyadain: Personnel Management.
5. Yodere Dale: Personnel Management and Inter relations, Prentic Hall India.
6.R.Sharma, LaxmiNarayana: Personnel Management and Inter relations, Agarwal, Agra.
7. V.S.P. Rao: Human Resources Management

VI SEMESTER
BABM6.1: INCOME TAX AND CHANGE MANAGEMENT
(5 Hrs/Week)

UNIT- I

Income Tax: Meaning of Income tax, types of tax. Definitions of the term Assessment, Assessment year, Previous year including exceptions, Assessee, Person, Income, Gross Total Income(problems)- Income tax Slab – PAN - Agricultural Income (simple problems for 5 marks)

UNIT- II

Good and Service Tax (GST): Introduction, Meaning, Objectives, Features, Advantages and Disadvantages of GST- Taxes Subsumed under GST- Types of GST- GST Council. Meaning of the terms Goods, Services, Business, Place of Business, Place of Supply, Casual Taxable Person, Input Tax Credit (Simple problems for 5 marks)Job Worker, Reverse Charge Mechanism(RCM), Aggregate turnover(ATO) (Simple problems)

Unit – III

GST Registration: Procedure for Registration, person liable for GST and person not liable for GST registration, GSTIN (Simple problems on GST Registration).

Unit – IV

Change Management: Meaning, importance, nature of change, types, environmental factors – resistance to change, reasons, guidelines for implementing change.

Unit- V

Organisational Development (OD):OD meaning and How A System Deals with Change. Planned change, OD interventions.Transformation and StrategicChange.Diagnostic Process and Assessingthe Resistance.OD Efforts and Team Development

REFERENCE BOOKS

1. S.K. Bhatia: Management of change Organization Development, Deep Publications Pvt. Ltd. NewDelhi.
2. R.A. Paton and J.McCalman: Change Management, Response Books New Delhi.
3. Agarwal, Nair, Banerjee: Organizational Behaviour, Pragati Publishers New Delhi.
4. UdaiPareek: Implementing Change in Organization, Oxford and IBH.
5. Income Tax:Theory and Problems
6. Nirmal Sling: Organizational Behaviour, Deep Publications Pvt. Ltd. New Delhi.

VI SEMESTER
BABM6.2: EVENT MANAGEMENT
(5Hrs/Week)

Unit--I

Introduction to Event Management: Event-Meaning, Characteristics, types. Meaning and Definition of Event Management. Five C's of Event Management, need for Event Management, analysis of events

Unit-II

SWOT Analysis in Event Management: Key decision makers, Managing Technical Staff, Establishing Policies and Procedures of an event, Procedures to be followed in conducting of events.

Unit-III

Record Keeping: Meaning,record keeping system, benefits of record keeping system, types of record keeping system, steps for developing record keeping systems.

Unit--IV

Event Management Procedure: Principles for holding an Event, General Details, Permissions-Policies, Government and local Authorities –Phonographic Performance, License, Utilities-Five Brigade, Ambulance, Catering, Electricity, Water, Taxes Applicable.

Unit-V

Conduct of an Event: Preparing a Planning Schedule, Organizing Tables, assigning Responsibility, Communication and Budget of Event-Checklist, Computer Aided Event Management, Roles and Responsibilities of Event Management of Event Managers for Different Events.

Books for Reference:

1.Swarup K Goyal-Event Management(Adhyayan Publishers and Distributors,2010)
2.Shone .A and Parry. B-Successful Event Management (Cengage Learning)
3.Savita Mohan-Event Management (Enkay Publishing House)

IV Semester Business Management
Skill Enhancement Course(SEC) - I
BABM4.2: Case Based Learning (CBL)
2 Hours per week with 2 credits

The CBL syllabus is designed to bridge the gap between theoretical knowledge and practical application. Students work individually, analyse situations, gather and evaluate information, propose feasible solutions, and reflect on outcomes. CBL bridges the gap between theory and practice, enhancing critical thinking, collaboration, and decision-making skill.Through this process, learners develop analytical abilities, creativity, communication skills, and ethical reasoning.

Cases are often based on actual events or realistic scenarios, making them engaging and relevant. Students take an active role in examining, discussing, and solving the case, rather than just receiving information. For example, Business managementcase studies related to real-world company successes and failures Apple Inc. innovation, Tesla's EV revolution, Amazon retailer to e-commerce giant, McDonald's global expansion, Netflix's evolution, etc,.(Any cases of this kind shall be asked to analyse)

The course aims to:
a) Develop analytical, problem-solving skills
b) Provide practical exposure to applying the oretical concepts
c) Encourage independent learning, creativity and innovation
d) Introduce basic idea of inquiry and documentation

Learning Outcomes
Upon completion of the course, students will be able to:
a) Identify and analyse real-world problems
b) Interpret the results and draw meaningful conclusions
c) Prepare structured reports
d) Present and defend their work confidently

Guidelines for the course:
a) The course report has to be prepared by individual student after deciding on the topic in consultation with the supervisor
b) Business cases may be theoretical, empirical, analytical, realistic, or application-oriented.
c) Topics/cases should be approved by the supervisor

Components of the report: The report shall be prepared in printed or soft copyas prescribed by the supervisor. The report shall be of minimum 10 pages (excluding cover page, certificate, declaration & annexures) and shall include:
a) Title page
b) Certificate and declaration
c) Table of contents
d) Introduction – minimum one page
e) Content of the study -Data/ information collection and analysis (if applicable)
f) Conclusion – minimum one page

g) Annexures and References (if applicable)

Assessment and Evaluation:

Evaluators – internal or external management faculty members

Basis for evaluation-Analysis and originality, Quality of report writing and each student shall compulsorily present the report before the evaluators.

(Viva-voce is mandatory)

Marks allotted:

Internal Assessment -Continuous evaluation: 10marks

Evaluation of the Report:

Work carried out: 20 marks

Report Preparation: 10 marks

Presentation & viva: 10 marks

Workload:

a) The workload is 2 hours per week per teacher for the entire semester.

b) A teacher will supervise maximum number of 40 students per semester.

Guidelines for the conduct of practical knowledge/skill course

(Mangalore University circular No.: MU/ACC/CR37/2023-24/A2 dated17.01.2026)

1. The compulsory course prescribed in the fourth, fifth, sixth semester will be related to core courses in a Programme and shall be offered one each in a semester. Principals of the Colleges will facilitate for the said course as prescribed in a Programme.

2. The compulsory (practical knowledge/skill) course **shall not** have regular class room teaching and written examination.

3 .The work load is 2hrs/week.

4. Report submitted by the candidate shall be assessed/ evaluated by two examiners of the concerned subject. In case internal examiners are not available the external examiners may be preferred.

5. Out of 50 marks allotted for the compulsory (practical knowledge/skill) course, 10 Marks (to be considered as C1) and 40 marks (to be considered as C2).

6. The scheme of valuation is as follows;

	For Internship/Project/ Field study	Practical
a) Internal Assessment:	10 Marks Basis for Internal Assessment Continuous Evaluation: 10 Marks	10 Marks Basis for Internal Assessment Continuous Evaluation: 10 Marks
b) Evaluation of Report:	40 Marks i) Work carried out: 20Marks Report: 10 Marks ii) Presentation and Viva Voce: 10Marks	40 Marks i) Preparation and presentation: 30 Marks ii) Viva-Voce: 10 Marks