



UNIVERSITY OF JAMMU

(NAAC ACCREDITED 'A' GRADE' UNIVERSITY)
(Baba Sahib Ambedkar Road, Jammu-180006 (J&K))

Academic Section

Email: academicsectionju14@gmail.com

NOTIFICATION

(24/March/Adp./116)

It is hereby notified for the information of all concerned that the Vice-Chancellor, in anticipation of the approval of the Academic Council, is pleased to authorize the adoption of the Syllabi and Courses of Study in the subject of **BBA** of Semesters **Vth, VIth, VIIth and VIIIth** for **Four Year Under Graduate Programme** under the **Choice Based Credit System** as per **NEP-2020 (as given in the annexure)** for the examinations to be held in the years as per the details given below:

Subject	Semester	for the examination to be held in the years
BBA	Semester-V	December 2024, 2025 and 2026
	Semester-VI	May 2025, 2026 and 2027
	Semester-VII	December 2025, 2026 and 2027
	Semester-VIII	May 2026, 2027 and 2028

The Syllabi of the courses is available on the University website: www.jammuuniversity.ac.in

Sd/-

DEAN ACADEMIC AFFAIRS

No. F. Acd/II/24/ 1261-285

Dated: 24/3/24

Copy for information and necessary action to:

1. Dean, Faculty of Business Studies
2. Convener, Board of Studies in Business Management,
3. Sr. P.A. to the Controller of Examinations
4. All members of the Board of Studies
5. Confidential Assistant to the Controller of Examinations
6. I/C Director, Computer Centre, University of Jammu
7. Deputy Registrar/Asst. Registrar (Conf. /Exams. UG/ Exam Eval Non-Prof)
8. Incharge, University Website for Uploading of the notification.

Sumilasharma
20/3/24
Deputy Registrar (Academic)

[Signature] 20/3/24
[Signature] 20/3/24
[Signature] 20/3/24

**The Business School
University of Jammu**

**Course Structure
of
Bachelor of Business
Administration
(BBA)**

Including Syllabi of

Semester-V

For the Session Dec 2024, 2025 and 2026

Semester-VI

For the Session May 2025, 2026 and 2027

Semester-VII

For the Session Dec 2025, 2026 and 2027

Semester-VIII

For the Session May 2026, 2027 and 2028



5th Semester

Syllabus Structure of BBA at FYUGP under CBCS as per NEP-2020

Course Type	Course No.	Course Title	Credits	Marks				Total Marks
				Theory		Tutorial		
				MST	End Exam	Assessment	Exam	
5th SEMESTER								
Business Management								
Major	UMJBBT501	Working Capital Management	3 Th/1 T	15	60	10	15	100
Major	UMJBBT502	Talent Management	3 Th/1 T	15	60	10	15	100
Major	UMJBBT503	Product Design & Development	3 Th/1 T	15	60	10	15	100
Major	UMJBBT504	Fundamentals of Sales Management	2	10	40			50
Minor	UMIBBT505	Life Skills and Personality Development	3 Th/1 T	15	60	10	15	100
Skill	USEBBI506	Summer Internship	2	10	40			50
6th SEMESTER								
Business Management								
Major	UMJBBT601	Advertising & Promotion: Tools & Technique	3 Th/1 T	15	60	10	15	100
Major	UMJBBT602	Cost Accounting	3 Th/1 T	15	60	10	15	100
Major	UMJBBT603	Human Resource Development	3 Th/1 T	15	60	10	15	100
Major	UMJBBT604	Material Management	3 Th/1 T	15	60	10	15	100
Minor	UMIBBT605	Financial Services	3 Th/1 T	15	60	10	15	100
7th SEMESTER								
Business Management								
Major	UMJBBT701	Consumer Behaviour	3 Th/1 T	15	60	10	15	100
Major	UMJBBT702	Research Methodology and Research Ethics	3 Th/1 T	15	60	10	15	100
Major	UMJBBT703	Management Accounting	3 Th/1 T	15	60	10	15	100
Major	UMJBBT704	Inventory Management	3 Th/1 T	15	60	10	15	100
Minor	UMIBBT705	Mental Health, Happiness and Well Being	3 Th/1 T	15	60	10	15	100
8th SEMESTER (4 year UG Honours)								
Business Management								
Major	UMJBBT801	Introduction to Project Management	3 Th/1 T	15	60	10	15	100
Major	UMJBBT802	On the Job Training	12					300
Minor	UMIBBT803	Industrial Relations	3 Th/1 T	15	60	10	15	100
8th SEMESTER (4 year UG Honours with Research)								
Business Management								
Major	UMJBBT804	Introduction to Project Management	3 Th/1 T	15	60	10	15	100
Minor	UMIBBT805	Industrial Relations	3 Th/1 T	15	60	10	15	100
Skill	USEBBP806	Research Project/ Dissertation	12					300

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Syllabi of BBA at FYUGP under CBCS as per NEP-2020
Semester-V
(Examinations to be held in December 2024,2025 and 2026)
Major Course

CourseCode:UMJBBT501
Credits– 4
Maximum Marks –100
Theory– 75
Tutorial –25

Course Title: Working Capital Management
Total No. of Lecture: Theory: 45 hours
Tutorial: 15 Hours

Duration of Examination: 3 Hours

Objectives: The main objective of this course is to appraise students about Working Capital Management

Unit I: Introduction

Concept of working capital, Factors affecting working capital requirement. Financing Current Assets- (Short-term Sources): Public Deposits, Financing through Bank (CC limit / OD, LOC and Commercial Papers), and Factoring, Computation of average working capital requirements.

Unit II: Cash Management

Introduction, Motives for Holding Cash and Marketable Securities, Factors determining the Cash balance, Cash Budget, management of Cash flow Types of Collection Systems and Disbursement strategies.

Unit III: Receivable Management

Introduction; determining the Appropriate Receivable Policy; Marginal Analysis; Evaluating Credit Applicant; Credit Analysis and decision; Heuristic Approach; Discriminant Analysis and Sequential decision Analysis.

Unit IV: Inventory Management

Introduction; Determining the types of Control required; Cost of Holding inventories; Cost of Holding Inventories; Inventory Control Models – EOQ, Just-in-Time; Inventory Management and Valuation-Average cost method, First-in First Out (FIFO), Last-in First Out (LIFO).

Note for Paper Setter :

Each course shall be comprised of Mid Semester Assessment Test and End-Semester Examination. The responsibility of conduct and evaluation of the Mid Semester Assessment test lies with the Course Coordinator. The Mid Semester Assessment marks awarded to the students in each course shall be displayed on the notice board well in advance, at least one week before the commencement of End Semester examination. The End Semester Examination shall be conducted by the University and question papers shall be got set by the Controller of Examinations.



Syllabi of BBA at FYUGP under CBCS as per NEP-2020
Semester-V
(Examinations to be held in December 2024,2025 and 2026)
Major Course

CourseCode:UMJBBT501

Credits– 4

Maximum Marks –100

Theory– 75

Tutorial –25

Duration of Examination: 3 Hours

Course Title: Working Capital Management

Total No. of Lecture: Theory: 45 hours

Tutorial: 15 Hours

Scheme for examination

		Time Allotted	Total Marks (100)
(A)	Theory		Marks (75)
	Mid-term assessment Test	1 ½ hours	15
	External End semester examination shall consist of: <i>Section A:</i> Four (4) short answer questions representing all units/syllabi i.e. one question from each unit. Each question shall be 3 marks (All Compulsory) <i>Section B:</i> Eight (8) long answer questions (four to be attempted) representing whole of the syllabi i.e. two questions from each unit. Each question shall be of 12 marks.	3 Hours	60
(B)	Tutorial shall comprise of Case Studies, Role Plays, field visits. etc.		Marks (25)
	Daily Evaluation		10 Marks for continuous assessment
	Final Examination		15 Marks for Final examination

Suggested Readings:

1. Bhalla, V.K: Working Capital Management: Text and Cases, New Delhi, Anmol Pub (P) Ltd., 4th ed., 2001.
2. Rao P.M. Pramanik A.K.: Working Capital Management; New Delhi, Deep & Deep Publication, 2004.
3. Satish B. M Athur: Working Capital Management and Control (Principles and Practice); Newage International P Limited, 2007
4. Hrishikesh Bhattacharya: Working Capital Management: Strategies and Techniques; Prentice-Hall of India, 2004



Syllabi of BBA at FYUGP under CBCS as per NEP-2020
Semester-V
(Examinations to be held in December 2024,2025 and 2026)
Major Course

Course Code:UMJBBT502

Credits– 4

Maximum Marks –100

Theory– 75

Tutorial –25

Duration of Examination: 3 Hours

Course Title: Talent Management

Total No. of Lecture: Theory: 45 hours

Tutorial: 15 Hours

Course Objective: This course aimed at helping students gain an insight into the basic concepts and application of Talent Management in business and industry.

Unit-I

Talent Management – History, the Scope of Talent Management, Need of Talent Management, Key Processes of Talent Management, Talent vs knowledge people, Source of Talent Management, Consequences of Failure in Managing Talent, Tools for Managing Talent.

Unit-II

Linkage between Talent Management Process and Workforce, Importance of Talent Management Process, Steps to Assess Talent Management Process, Stages of Talent Management, Essentials of Talent Management, Talent Management Approaches, Developing a Talent Management Strategy.

Unit-III

Talent Management and Organizational Environment-An Overview, Shaping Talent Planning and Talent Development; Succession Planning Program, Developing Values and Promoting Ethical Behavior.

Unit-IV

Concept of Talent Engagement, Retention, Employee Engagement and Retention, the Race for Talent: Retaining and Engaging Workers, Best Practices for Talent Engagement, Improving Employee Retention.

Note for Paper Setter :

Each course shall be comprised of Mid Semester Assessment Test and End-Semester Examination. The responsibility of conduct and evaluation of the Mid Semester Assessment test lies with the Course Coordinator. The Mid Semester Assessment marks awarded to the students in each course shall be displayed on the notice board well in advance, at least one week before the commencement of End Semester examination. The End Semester Examination shall be conducted by the University and question papers shall be got set by the Controller of Examinations.



Syllabi of BBA at FYUGP under CBCS as per NEP-2020
Semester-V
(Examinations to be held in December 2024, 2025 and 2026)
Major Course

CourseCode:UMJBBT502

Credits- 4

Maximum Marks -100

Theory- 75

Tutorial -25

Duration of Examination: 3 Hours

Course Title: Talent Management

Total No. of Lecture: Theory: 45 hours

Tutorial: 15 Hours

Scheme for examination

		Time Allotted	Total Marks (100)
(A)	Theory		Marks (75)
	Mid-term assessment Test	1 ½ hours	15
	External End semester examination shall consist of: <i>Section A:</i> Four (4) short answer questions representing all units/syllabi i.e. one question from each unit. Each question shall be 3 marks (All Compulsory) <i>Section B:</i> Eight (8) long answer questions (four to be attempted) representing whole of the syllabi i.e. two questions from each unit. Each question shall be of 12 marks.	3 Hours	60
(B)	Tutorial shall comprise of Case Studies, Role Plays, field visits. etc.		Marks (25)
	Daily Evaluation	10 Marks for continuous assessment	
	Final Examination	15 Marks for Final examination	

Suggested Readings:

1. Lance A. Berger & Dorothy R. Berger. The Talent Management Handbook. McGraw Hill.2nd edition. Mc Graw hill
2. Larry Israelite,Talent Management, 1e Cengage Publication, 2012.
3. Cheese, Robert j, Thompson The Talent Powered Organization, 1e.



Syllabi of BBA at FYUGP under CBCS as per NEP-2020
Semester-V
(Examinations to be held in December 2024, 2025 and 2026)
Major Course

CourseCode:UMJBBT503
Credits– 4
Maximum Marks –100
Theory– 75
Tutorial –25

Course Title: Product Design & Development
Total No. of Lecture: Theory: 45 hours
Tutorial: 15 Hours

Duration of Examination: 3 Hours

Objective: The main objective of the course is to acquaint the learners/students with the practical knowledge regarding conceptualization, design and development of a new product and also understand modern product development processes.

Unit-I

Introduction: Product Design and Process Selection, Difference between Product Design and Product Development, Product design process, Importance of Product Design

Unit II

Product Planning, Market Analysis, Concept Planning: generation, selection & testing, Product architecture: definition, types and importance

Unit III

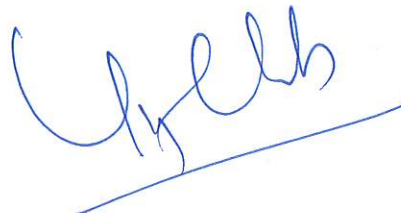
Factors Affecting Product Design: Technical factors, Industrial design factors, Designing for production - economic factors, other factors. Industrial Design: Definition, Process,

Unit IV

Product Design for Environment (DFE): Definition, Advantages, Examples, Prototyping: definition, uses Design for Manufacturing (DFM): Definition, Importance, Evaluation & Errors in Product Designing.

Note for Paper Setter :

Each course shall be comprised of Mid Semester Assessment Test and End-Semester Examination. The responsibility of conduct and evaluation of the Mid Semester Assessment test lies with the Course Coordinator. The Mid Semester Assessment marks awarded to the students in each course shall be displayed on the notice board well in advance, at least one week before the commencement of End Semester examination. The End Semester Examination shall be conducted by the University and question papers shall be got set by the Controller of Examinations.



Syllabi of BBA at FYUGP under CBCS as per NEP-2020
Semester-V
(Examinations to be held in December 2024, 2025 and 2026)
Major Course

CourseCode:UMJBBT503

Credits- 4

Maximum Marks -100

Theory- 75

Tutorial -25

Duration of Examination: 3 Hours

Course Title: Product Design & Development

Total No. of Lecture: Theory: 45 hours

Tutorial: 15 Hours

Scheme for examination

		Time Allotted	Total Marks (100)
(A)	Theory		Marks (75)
	Mid-term assessment Test	1 ½ hours	15
	External End semester examination shall consist of: <i>Section A:</i> Four (4) short answer questions representing all units/syllabi i.e. one question from each unit. Each question shall be 3 marks (All Compulsory) <i>Section B:</i> Eight (8) long answer questions (four to be attempted) representing whole of the syllabi i.e. two questions from each unit. Each question shall be of 12 marks.	3 Hours	60
(B)	Tutorial shall comprise of Case Studies, Role Plays, field visits. etc.		Marks (25)
	Daily Evaluation	10 Marks for continuous assessment	
	Final Examination	15 Marks for Final examination	

Suggested Readings:

1. Product Design and Development ,7th Edition by Karl T. Ulrich, Steven D. Eppinger, Maria C. Yang, McGraw Hill
2. Product Development and Design for Manufacturing: A Collaborative Approach to Productivity and Reliability by John Priest & Jose Sanchez, CRC Press



Syllabi of BBA at FYUGP under CBCS as per NEP-2020
Semester-V
(Examinations to be held in December 2024, 2025 and 2026)
Major Course

CourseCode:UMJBBT504

**Course Title: Fundamentals of
Sales Management**
Total No. of Lecture: Theory: 30 hours

Credits– 2

Maximum Marks –50

Duration of Examination: 2 ½ hours

Objectives: To equip the students with the practical skills needed to carry out sales operations.

Unit – I

Concept of Sales Management; Sales Management Functions and role and responsibilities of Salesperson; Prospecting, Identifying & Qualifying Potential Customers; Preparing-pre approach and call planning, Preparations-approach and demonstrations, Handling Objections, Closing and Follow-up; Personal Selling-Concept; Personal Selling and Direct Selling. Changing Role of Personal Selling. Buyer Seller Dyad.

Unit – II

Sales Planning, Forecasting and Budgeting; Sales training and development; Recruitment, Selection and Training of Sales Personnel; Sales performance measurement and evaluation; Methods of evaluating sales performance; Sales compensation; Designing sales incentives programs, Evaluating sales compensation plans; Sales technology and automation, Maximizing the benefits of sales technology and automation; Ethical considerations in sales management;

Note for Paper Setter :

Each course shall be comprised of Mid Semester Assessment Test and End-Semester Examination. The responsibility of conduct and evaluation of the Mid Semester Assessment test lies with the Course Coordinator. The Mid Semester Assessment marks awarded to the students in each course shall be displayed on the notice board well in advance, at least one week before the commencement of End Semester examination. The End Semester Examination shall be conducted by the University and question papers shall be got set by the Controller of Examinations.



Syllabi of BBA at FYUGP under CBCS as per NEP-2020
Semester-V
(Examinations to be held in December 2024, 2025 and 2026)
Major Course

Course Code:UMJBBT504

**Course Title: Fundamentals of
Sales Management**
Total No. of Lecture: Theory: 30 hours

Credits– 2

Maximum Marks –50

Duration of Examination: 2 ½ hours

Scheme for examination

	Time Allotted	Total Marks 75
Mid-term assessment Test	1 hour	10
External End semester examination shall consist of: <i>Section A:</i> Four (4) short answer questions representing all units/ syllabi i.e. one question from each unit. Each question shall be 2 ½ marks (All Compulsory) <i>Section B:</i> Six (6) long answer questions (three to be attempted) representing whole of the syllabi i.e. two questions from each unit. Each question shall be of 10 marks.	2 ½ hours	40

Suggested Readings:

1. Sales Management- Pradip Kumar Mallik, Oxford University Press.
2. Sales and Distribution Management- Still, Cundiff, Puri and Govani, Pearson.



Syllabi of BBA at FYUGP under CBCS as per NEP-2020
Semester-V
(Examinations to be held in December 2024, 2025 and 2026)
Minor Course

CourseCode:UMIBBT505

**Course Title: Life Skills and Personality
Development**

Credits– 4

Total No. of Lecture: Theory: 45 hours

Maximum Marks –100

Tutorial: 15 Hours

Theory– 75

Tutorial –25

Duration of Examination: 3 Hours

Course Objective: The objective of the course is to provide the students an understanding of core Life Skills and Personality development techniques required for professional growth and success.

Unit I

Skills for Self-awareness: Concept of Self-image, Ideal-self, Looking-glass, Real-self, Jo-HARI window; Self Esteem and Self Confidence; Attitude: Concept, significance, building positive attitude; Self-Management Skills – Importance of Discipline and Time Management, Behavioural self-control: Concept and significance of Managing Emotions, Emotional Intelligence

Unit II

Development of will power, imagination through yogic lifestyle- Development of thinking, emotion control and discipline of mind through Pranayama- Improvement of memory through meditation

Unit III

Stress: meaning, causes, and effects of stress in life management- Stress: psycho-physical mechanism, management of stress through Yoga.

Personality Development: Concept, determinants and characteristics of Personality, Trait Theory and Psycho-analytical theory of Personality; Significance of Personality Development

Unit IV

Goal Setting- Types of goals, SMART technique of goal setting; Critical Thinking and Problem solving – Process and Techniques; Self Grooming: Role of Body Language; Corporate Etiquettes and Mannerism.

Note for Paper Setter :

Each course shall be comprised of Mid Semester Assessment Test and End-Semester Examination. The responsibility of conduct and evaluation of the Mid Semester Assessment test lies with the Course Coordinator. The Mid Semester Assessment marks awarded to the students in each course shall be displayed on the notice board well in advance, at least one week before the commencement of End Semester examination. The End Semester Examination shall be conducted by the University and question papers shall be got set by the Controller of Examinations.



Syllabi of BBA at FYUGP under CBCS as per NEP-2020
Semester-V
(Examinations to be held in December 2024, 2025 and 2026)
Minor Course

CourseCode:UMIBBT505

**Course Title: Life Skills and Personality
Development**

Credits– 4

Total No. of Lecture: Theory: 45 hours

Maximum Marks –100

Tutorial: 15 Hours

Theory– 75

Tutorial –25

Duration of Examination: 3 Hours

Scheme for examination

		Time Allotted	Total Marks (100)
(A)	Theory		Marks (75)
	Mid-term assessment Test	1 ½ hours	15
	External End semester examination shall consist of: <i>Section A:</i> Four (4) short answer questions representing all units/syllabi i.e. one question from each unit. Each question shall be 3 marks (All Compulsory) <i>Section B:</i> Eight (8) long answer questions (four to be attempted) representing whole of the syllabi i.e. two questions from each unit. Each question shall be of 12 marks.	3 Hours	60
(B)	Tutorial shall comprise of Case Studies, Role Plays, field visits, etc.		Marks (25)
	Daily Evaluation	10 Marks for continuous assessment	
	Final Examination	15 Marks for Final examination	

Suggested Readings:

1. Lesikar, Raymond V. and Marie E. Flatley. Basic Business Communication. New Delhi: Tata McGraw-Hill, 2005
2. Sen, Leena. Communication Skills. New Delhi: Prentice-Hall of India Limited. 2004
3. Shaffer, D. Social and Personality Development, Belmont, CA, Wadsworth/ Thomas Learning
4. Stephan P. Robbins, Organisational Behaviour, Tenth Edition, Prentice Hall of India Private Limited, New Delhi, 2008
5. Dessler Gary, A Framework for Human Resource Management, Pearson Publication, 7th Edition.



Syllabi of BBA at FYUGP under CBCS as per NEP-2020
Semester-V
(Examinations to be held in December 2024, 2025 and 2026)
Skill Course

CourseCode:USEBBI506
Credits– 2

Course Title: Summer Internship
Maximum Marks –50

Objectives: To develop professional ability through an appropriate training.

Note:

The summer internship shall be short-term internship of 15 days duration in 5th Semester for a job/ professional training in suitable organization or hands on training or activity-based course at college level in order to gain work experience.

All students will undergo Internships/Apprenticeships in a firm, industry or organization or Training in labs with faculty and researchers in their own or other HEIs/ research institutions during the summer term. Students will be provided with the opportunities for internships with local industry, business organizations, health and allied areas, local governments (such as panchayats, municipalities), Parliament or elected representatives, media organizations, artists, craft persons and a wide variety of organizations so that students may actively engage with practical side of their learning and as a by-product, further improve their employability.

Evaluation:

Each student is required to undergo 02 credits of internship comprising 50 marks. Students will submit Internship Report signed by Internship Supervisor and College Principal. The Internship Report shall be evaluated internally by a Board of Examiners set up by the Principal of the College.



6th Semester

Syllabi of BBA at FYUGP under CBCS as per NEP-2020
Semester-VI
(Examinations to be held in May 2025, 2026 and 2027)
Major Course

Course Code:UMJBBT601

**Course Title: Advertising &
Promotion: Tools & Technique**
Total No. of Lecture: Theory: 45 hours
Tutorial: 15 Hours

Credits- 4
Maximum Marks -100
Theory- 75
Tutorial -25

Duration of Examination: 3 Hours

Objective: To impart knowledge about advertising and sales promotion and understand its implications on business and society.

UNIT I

Advertising- Definition, Nature, Scope, Objectives, Role of Advertising- Need and Importance; Growth of Modern Advertising; Types and Classification of Advertising; Ethics in Advertising

UNIT II

Advertising Planning and Scheduling- Objectives, Concept Development, Concept Selection, Designing and Selection of the Advertising Message; Planning Budget; Building and Advertising Copy; Factors related to Copy Strategy; Message and copy development

UNIT III

Media Planning and Strategies- Growth and importance of media; Meaning and role of media planning; Media plan - Market analysis; Media objectives - Developing and implementing media strategies; Evaluating the effectiveness of media

UNIT IV

Sales Promotion- Meaning, Role and Importance of Sales Promotion; Why and When Sales promotion activities; Consumer sales promotion; Sales promotion methods; Evaluation of Sales Promotion; Merits and Limitations

Note for Paper Setter :

Each course shall be comprised of Mid Semester Assessment Test and End-Semester Examination. The responsibility of conduct and evaluation of the Mid Semester Assessment test lies with the Course Coordinator. The Mid Semester Assessment marks awarded to the students in each course shall be displayed on the notice board well in advance, at least one week before the commencement of End Semester examination. The End Semester Examination shall be conducted by the University and question papers shall be got set by the Controller of Examinations.



Syllabi of BBA at FYUGP under CBCS as per NEP-2020
Semester-VI
(Examinations to be held in May 2025,2026 and 2027)
Major Course

Course Code:UMJBBT601

**Course Title: Advertising &
Promotion: Tools & Technique**
Total No. of Lecture: Theory: 45 hours
Tutorial: 15 Hours

Credits- 4
Maximum Marks -100

Theory- 75
Tutorial -25

Duration of Examination: 3 Hours

Scheme for Examination

		Time Allotted	Total Marks (100)
(A)	Theory		75 Marks
	Mid-term assessment Test	1 ½ hours	15 Marks
	External End semester examination shall consist of: <i>Section A:</i> Four (4) short answer questions representing all units/syllabi i.e. one question from each unit. Each question shall be 3 marks (All Compulsory) <i>Section B:</i> Eight (8) long answer questions (four to be attempted) representing whole of the syllabi i.e. two questions from each unit. Each question shall be of 12 marks.	3 Hours	60 Marks
(B)	Tutorial shall comprise of Case Studies, Role Plays, field visits. etc.		Marks 25
	Daily Evaluation	10 Marks for continuous assessment	
	Final Examination	15 Marks for Final examination	

Suggested Readings

1. Advertising and Promotion, George Belch, Michael Belch and Purani, Tata McGraw Hill, 2009
2. Advertising and Sales Promotion, S H H Kazmi and Satish K Batra, Excel books India, 2009
3. Advertising Principles and Practices, William Wells, John Burnett, Sandra Ernst Moriarty Prentice Hall, 2003
4. Advertising and Promotions, Kruti Shah, Tata McGraw Hill Education, 2009



Syllabi of BBA at FYUGP under CBCS as per NEP-2020
Semester-VI
(Examinations to be held in May 2025,2026 and 2027)
Major Course

Course Code:UMJBBT602

Credits- 4

Maximum Marks -100

Theory- 75

Tutorial -25

Duration of Examination: 3 Hours

Course Title: Cost Accounting

Total No. of Lecture: Theory: 45 hours

Tutorial: 15 Hours

Objective: To acquaint the students with basic concepts used in cost accounting and various methods involved in cost ascertainment systems.

Unit I-

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

Unit II-

Standard Costing: Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications.

Unit III

Cost Concepts & Classification of cost, Cost Sheet or statement of Cost, Treatment of Stock, Stock of Raw Materials, Stock of Work-in-Progress, Stock of Finished Goods
One Operation (unit or output) Costing, Collection of Costs, Tenders or Quotations, Treatment of Scrap

Unit IV

Marginal Costing: Meaning, Cost-Volume-Profit Analysis; Absorption Costing vs. Marginal Costing; Meaning and Computation of Break-Even Analysis and CVP Statement, Calculating Margin of Safety, Profit or Loss and Angle of Incidence through Break-Even Analysis.
Process Costing: Meaning, features, Distinction between job costing and processing costing.

Note for Paper Setter:

Each course shall be comprised of Mid Semester Assessment Test and End-Semester Examination. The responsibility of conduct and evaluation of the Mid Semester Assessment test lies with the Course Coordinator. The Mid Semester Assessment marks awarded to the students in each course shall be displayed on the notice board well in advance, at least one week before the commencement of End Semester examination. The End Semester Examination shall be conducted by the University and question papers shall be got set by the Controller of Examinations.



Syllabi of BBA at FYUGP under CBCS as per NEP-2020
Semester-VI
(Examinations to be held in May 2025,2026 and 2027)
Major Course

Course Code:UMJBBT602
Credits- 4
Maximum Marks -100
Theory- 75
Tutorial -25

Course Title: Cost Accounting
Total No. of Lecture: Theory: 45 hours
Tutorial: 15 Hours

Duration of Examination: 3 Hours

Scheme for examination

		Time Allotted	Total Marks (100)
(A)	Theory		Marks (75)
	Mid-term assessment Test	1 ½ hours	15
	External End semester examination shall consist of: <i>Section A:</i> Four (4) short answer questions representing all units/syllabi i.e. one question from each unit. Each question shall be 3 marks (All Compulsory) <i>Section B:</i> Eight (8) long answer questions (four to be attempted) representing whole of the syllabi i.e. two questions from each unit. Each question shall be of 12 marks.	3 Hours	60
(B)	Tutorial shall comprise of Case Studies, Role Plays, field visits. etc.		Marks (25)
	Daily Evaluation	10 Marks for continuous assessment	
	Final Examination	15 Marks for Final examination	

Suggested Readings

1. Narang, K.L & Jain, S.P : Cost Accounting Theory and Practice, Kalyani Publishers, New Delhi
2. Khan & Jain : Cost Accounting, Tata McGraw, New Delhi
3. Jain, I. C & Nigam, B.M.L : Cost Accounting Principles and Practice, Prentice Hall of India, New Delhi.
4. Pillai, R.s.N. & Bhgavathi, V : Cost Accounting; S. Chand and Company Ltd, New Delhi



Syllabi of BBA at FYUGP under CBCS as per NEP-2020
Semester-VI
(Examinations to be held in May 2025,2026 and 2027)
Major Course

Course Code:UMJBBT603

**Course Title: Human Resource
Development**

Credits– 4

Total No. of Lecture: Theory: 45 hours

Maximum Marks –100

Tutorial: 15 Hours

Theory– 75

Tutorial –25

Duration of Examination: 3 Hours

Course Objective: The course gives an overview of the need for HRD and HRD practices which can develop and improve an Organization's systems and strategies leading to an optimal HRD climate.

Unit I

HRD: Concept, Importance, Benefits and its Distinction from HRM, Focus of HRD System, Structure of HRD System, Role of HRD Manpower. Management Development: Concept, Need, Management Development Methods.

Unit II

Potential Appraisal: Concept, Need, Objectives, Methods and Obstacles. Training: Meaning, Role, Assessing Needs for Training, Organizing Training Programmes, Training Methods, Evaluation of Training.

Unit III

Job Enrichment: Concept, Principles, Steps for Job Enrichment, Making Job Enrichment Effective, Quality Circles: Concept, Structure, Training in Quality Circle, Problem Solving Techniques, Role of Management, Trade Union and Workers, Quality Circles in India.

Unit IV

HRD Climate – elements of HRD Climate -HRD Audit – Concept – need – methodology, HRD Applications: Fundamental Concepts of Socialisation, Concept of Career Planning and Career Management- Stages of Life and Career Development

Note for Paper Setter :

Each course shall be comprised of Mid Semester Assessment Test and End-Semester Examination. The responsibility of conduct and evaluation of the Mid Semester Assessment test lies with the Course Coordinator. The Mid Semester Assessment marks awarded to the students in each course shall be displayed on the notice board well in advance, at least one week before the commencement of End Semester examination. The End Semester Examination shall be conducted by the University and question papers shall be got set by the Controller of Examinations.



Syllabi of BBA at FYUGP under CBCS as per NEP-2020
Semester-VI
(Examinations to be held in May 2025,2026 and 2027)
Major Course

Course Code:UMJBBT603

Course Title: Human Resource Development

Credits– 4

Total No. of Lecture: Theory: 45 hours

Maximum Marks –100

Tutorial: 15 Hours

Theory– 75

Tutorial –25

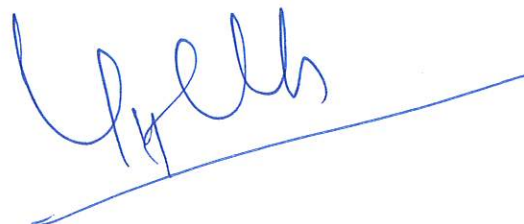
Duration of Examination: 3 Hours

Scheme for Examination

		Time Allotted	Total Marks (100)
(A)	Theory		75 Marks
	Mid-term assessment Test	1 ½ hours	15 Marks
	External End semester examination shall consist of: <i>Section A:</i> Four (4) short answer questions representing all units/syllabi i.e. one question from each unit. Each question shall be 3 marks (All Compulsory) <i>Section B:</i> Eight (8) long answer questions (four to be attempted) representing whole of the syllabi i.e. two questions from each unit. Each question shall be of 12 marks.	3 Hours	60 Marks
(B)	Tutorial shall comprise of Case Studies, Role Plays, field visits. etc.		Marks 25
	Daily Evaluation		10 Marks for continuous assessment
	Final Examination		15 Marks for Final examination

Suggested Readings

1. Human Resource Management, Text & Cases by K. Aswathappa
2. Human Resource Management, by S. Khandkar, S. Chand Publications
3. Personnel Management - Text & Cases, By C. B. Mamoria & V. S. P. Rao, Himalaya
4. Human Resource Management by Gary Dessler, Pearson Education



Syllabi of BBA at FYUGP under CBCS as per NEP-2020
Semester-VI
(Examinations to be held in May 2025,2026 and 2027)

Major Course

CourseCode:UMJBBT604

Credits- 4

Maximum Marks -100

Theory- 75

Tutorial -25

Duration of Examination: 3 Hours

Course Title: Material Management
Total No. of Lecture: Theory: 45 hours
Tutorial: 15 Hours

Course Objective: - The main objectives of this course is to make the students aware of the business firms, Demand analysis and Supply chain management and further to make them familiarize about the legal aspects of purchasing and inventory control.

UNIT-I

Introduction to Material management: Meaning of material management, Importance and scope of material management, Function of material management, Supply chain management, Make or buy decision, Interfaces of Materials Management: Internal and external interfaces. Organization for Material Management

UNIT-II

Meaning of Procurement, Procurement cycle, Ethical concept in purchase procurement on GEM, lead time analysis, legal aspect of purchasing: Indian Contract act, sale of Good Act, Indian Companies Act, Arbitration & Conciliation Act.

UNIT-III

Standardization and codification of items, needs for inventory, Inventory cost, Inventory Control methods (ABC, XYZ analysis, VED, GOLF, FSN, HML) Determination of Economic order quantity, forecasting techniques.

UNIT-IV

Material Handling Systems and Equipment, Material Information Systems, Advantages & function of material information systems, Information systems for total quality management.

Note for Paper Setter :

Each course shall be comprised of Mid Semester Assessment Test and End-Semester Examination. The responsibility of conduct and evaluation of the Mid Semester Assessment test lies with the Course Coordinator. The Mid Semester Assessment marks awarded to the students in each course shall be displayed on the notice board well in advance, at least one week before the commencement of End Semester examination. The End Semester Examination shall be conducted by the University and question papers shall be got set by the Controller of Examinations.



Syllabi of BBA at FYUGP under CBCS as per NEP-2020
Semester-VI
(Examinations to be held in May 2025,2026 and 2027)

Major Course

CourseCode:UMJBBT604

Credits- 4

Maximum Marks -100

Theory- 75

Tutorial -25

Duration of Examination: 3 Hours

Course Title: Material Management

Total No. of Lecture: Theory: 45 hours

Tutorial: 15 Hours

Scheme for examination

	Time Allotted	Total Marks 50
Mid-term assessment Test	1 ½ hours	10
External End semester examination shall consist of: <i>Section A:</i> Four (4) short answer questions representing all units/ syllabi i.e. one question from each unit. Each question shall be 2 ½ marks (All Compulsory) <i>Section B:</i> Six (6) long answer questions (three to be attempted) representing whole of the syllabi i.e. two questions from each unit. Each question shall be of 10 marks.	2½ hours	40

Suggested Readings:

1. Dutta A.K., Materials Management: Procedures, Text and cases, Prentice Hall of India Pvt. Ltd., New Delhi.
2. Gopalakrishnan, P. and Sundareson, M., Materials Management: An Integrated Approach, Prentice Hall of India Pvt. Ltd., New Delhi.
3. Varma, M.M., Essentials of Storekeeping and Purchasing, Sultan Chand and Sons, New Delhi.
4. Shah N.M. An Integrated concept of Materials Management, Indian Institute of Materials Management, Baroda Branch, Baroda.
5. Sharma S.C., Material Management and Materials Handling, Khanna Publishers, New Delhi.
6. Arnold, Champman and Ramakrishnan, Introduction to Materials Management 5th ed., 2007 Pearson Education, Inc.



Syllabi of BBA at FYUGP under CBCS as per NEP-2020
Semester-VI
(Examinations to be held in May 2025,2026 and 2027)
Minor Course

Course Code:UMIBBT605

Credits– 4

Maximum Marks –100

Theory– 75

Tutorial –25

Duration of Examination: 3 Hours

Course Title: Financial Services

Total No. of Lecture: Theory: 45 hours

Tutorial: 15 Hours

Objective:

The main objective of this course is to develop an insight into the dynamic and complex field of financial services and to equip the students to understand and manage the ever evolving role of these services in the overall financial system.

Unit I:

Financial Services – An Overview of the Financial System. Components of financial system-- institutions, financial markets, participants and instruments traded in the financial markets.

Unit II:

Financial markets: typology of financial markets--money market and capital market. Primary and secondary financial markets.

Unit III:

Stock market operations- Regional Stock Exchanges, online trading, activities in the stock markets, functional specialization of members of stock exchange.

Unit IV:

Mutual funds management, types of mutual funds, advantages and disadvantages of mutual fund investment. Role of mutual funds in retail investment.

Note for Paper Setter:

Each course shall be comprised of Mid Semester Assessment Test and End-Semester Examination. The responsibility of conduct and evaluation of the Mid Semester Assessment test lies with the Course Coordinator. The Mid Semester Assessment marks awarded to the students in each course shall be displayed on the notice board well in advance, at least one week before the commencement of End Semester examination. The End Semester Examination shall be conducted by the University and question papers shall be got set by the Controller of Examinations.



Syllabi of BBA at FYUGP under CBCS as per NEP-2020
Semester-VI
(Examinations to be held in May 2025,2026 and 2027)
Minor Course

Course Code:UMIBBT605

Credits– 4

Maximum Marks –100

Theory– 75

Tutorial –25

Duration of Examination: 3 Hours

Course Title: Financial Services

Total No. of Lecture: Theory: 45 hours

Tutorial: 15 Hours

Scheme for examination

		Time Allotted	Total Marks (100)
(A)	Theory		Marks (75)
	Mid-term assessment Test	1 ½ hours	15
	External End semester examination shall consist of: <i>Section A:</i> Four (4) short answer questions representing all units/syllabi i.e. one question from each unit. Each question shall be 3 marks (All Compulsory) <i>Section B:</i> Eight (8) long answer questions (four to be attempted) representing whole of the syllabi i.e. two questions from each unit. Each question shall be of 12 marks.	3 Hours	60
(B)	Tutorial shall comprise of Case Studies, Role Plays, field visits. etc.		Marks (25)
	Daily Evaluation	10 Marks for continuous assessment	
	Final Examination	15 Marks for Final examination	

Suggested Readings

1. V.K. Bhalla : Management of Financial Services
2. M.Y. Khan : Financial Services
3. G.S.Batra& R.C. Dangwal : Financial Services – New Innovations
4. G.S.Batra : Financial Services and Markets
5. RenuSobti : Banking and Financial Services in India

7th Semester

Syllabi of BBA at FYUGP under CBCS as per NEP-2020
Semester-VII
(Examinations to be held in December 2025,2026 and 2027)
Major Course

CourseCode:UMJBBT701

Course Title: Consumer
Behaviour: Theory & Practice
Total No. of Lecture: Theory: 45 hours
Tutorial: 15 Hours

Credits– 4
Maximum Marks –100
Theory– 75
Tutorial –25

Duration of Examination: 3 Hours

Objective: The objective of the course is to help the students to understand and apply the concepts of consumer behavior in the business organizations

Unit I: Introduction to Consumer Behavior

Consumer Behavior- concepts, nature, scope, importance and applications of consumer behavior; Types of consumer behavior; Consumer behavior models.

Unit II: Factors affecting Consumer Behavior

Psychological Factors-motivation, perception, learning, beliefs and attitudes; Social factors-family, reference groups, roles and status; Cultural Factors- culture, subculture, social class; Personal Factors- age, income, occupation, lifestyle; Economic Factors- personal income, family income, consumer credit, liquid assets, savings.

Unit III: Consumer Decision Making Process

Types of consumer decisions; Roles in consumer decision making; Consumer Decision Making Process - problem recognition - information search - alternative evaluation –purchase selection – post purchase evaluation; Buying pattern in the new digital era.

Unit IV: Consumer Motivation & Personality

Consumer Motivation– needs, goals, motive arousal, Maslow’s hierarchy of needs, Freud’s theory of motivation; Consumer Personality – self-concept theory, psychoanalytic theory, neo-Freudian theory, trait theory.

Note for Paper Setter :

Each course shall be comprised of Mid Semester Assessment Test and End-Semester Examination. The responsibility of conduct and evaluation of the Mid Semester Assessment test lies with the Course Coordinator. The Mid Semester Assessment marks awarded to the students in each course shall be displayed on the notice board well in advance, at least one week before the commencement of End Semester examination. The End Semester Examination shall be conducted by the University and question papers shall be got set by the Controller of Examinations.



Syllabi of BBA at FYUGP under CBCS as per NEP-2020
Semester-VII
(Examinations to be held in December 2025,2026 and 2027)
Major Course

CourseCode:UMJBBT701

**Course Title: Consumer Behaviour:
Theory & Practice**

Credits- 4
Maximum Marks -100

Total No. of Lecture: Theory: 45 hours
Tutorial: 15 Hours

Theory- 75
Tutorial -25

Duration of Examination: 3 Hours

Scheme for examination

		Time Allotted	Total Marks (100)
(A)	Theory		Marks (75)
	Mid-term assessment Test	1 ½ hours	15
	External End semester examination shall consist of: <i>Section A:</i> Four (4) short answer questions representing all units/syllabi i.e. one question from each unit. Each question shall be 3 marks (All Compulsory) <i>Section B:</i> Eight (8) long answer questions (four to be attempted) representing whole of the syllabi i.e. two questions from each unit. Each question shall be of 12 marks.	3 Hours	60
(B)	Tutorial shall comprise of Case Studies, Role Plays, field visits. etc.		Marks (25)
	Daily Evaluation	10 Marks for continuous assessment	
	Final Examination	15 Marks for Final examination	

Suggested Readings

1. Hawkins, Best and Coney, Consumer Behaviour, Tata McGraw Hill, New Delhi
2. John A Howard, Consumer Behaviour in Marketing Strategy, Prentice Hall New Delhi
3. Schiffman L G and Kanuk L L Consumer Behaviour, Prentice Hall New Delhi
4. Anita Ghatak, Consumer Behaviour in India, D K Agencies (P) Ltd New Delhi
5. Laudon, David L and Bitta Albert J Della: Consumer Behaviour, Tata McGraw Hill, New.



Syllabi of BBA at FYUGP under CBCS as per NEP-2020
Semester-VII
(Examinations to be held in December 2025,2026 and 2027)
Major Course

Course Code:UMJBBT702

Course Title: Research methodology and Research Ethics

Credits– 4

Total No. of Lecture: Theory: 45 hours

Maximum Marks –100

Tutorial: 15 Hours

Theory– 75

Tutorial –25

Duration of Examination: 3 Hours

Course Objective: The primary objective of this course is to enable the students, irrespective of their disciplines, in developing the most appropriate methodology for their research studies; and to make them familiar with the art of exploiting different research methods and techniques. The participants of the course should obtain a guideline on how to write, publish, present, and review scientific papers. The course aims to guide the students regarding the publication ethics and misconducts

UNIT-I

Introduction to philosophy: definition, nature and scope, concept, branches Ethics: definition, moral philosophy, nature of moral judgements and reaction, Ethics with respect to science and research, Intellectual honesty and research integrity, Scientific misconducts: Falsification, Fabrication, and Plagiarism (FFP), Redundant publications: duplicate and overlapping publications, salami slicing

UNIT -II

Publication ethics: definition, introduction and importance, Best practices / standards setting initiatives and guidelines: COPE, WAME, etc., Conflicts of interest. Publication misconduct: definition, concept, problems that lead to unethical behavior and vice versa, types Violation of publication ethics, authorship and contributor ship. Identification of publication misconduct, complaints and appeals. Predatory publishers and journals.

Unit-III

Research: Meaning, Methods, Process; Research Design; Hypothesis, Sampling Design and Techniques, Scaling: Types, Techniques of developing scales, Reliability and Validity of scales.

Unit-IV

Data Collection, Data Coding, Tabulation, Classification; Qualitative Data Analysis – Focus Groups, Indirect Interviews, Third Person Technique, Means- End Analysis, Quantitative Data Analysis – using MS Excel – Correlation, Regression, ANOVA, t test, F test, z test.

Note for Paper Setter:

Each course shall be comprised of Mid Semester Assessment Test and End-Semester Examination. The responsibility of conduct and evaluation of the Mid Semester Assessment test lies with the Course Coordinator. The Mid Semester Assessment marks awarded to the students in each course shall be displayed on the notice board well in advance, at least one week before the commencement of End Semester examination. The End Semester Examination shall be conducted by the University and question papers shall be got set by the Controller of Examinations.



Syllabi of BBA at FYUGP under CBCS as per NEP-2020
Semester-VII
(Examinations to be held in December 2025,2026 and 2027)
Major Course

Course Code:UMJBBT702

Course Title: Research methodology and Research Ethics

Credits- 4

Total No. of Lecture: Theory: 45 hours

Maximum Marks –100

Tutorial: 15 Hours

Theory- 75

Tutorial –25

Duration of Examination: 3 Hours

Scheme for examination

		Time Allotted	Total Marks (100)
(A)	Theory		Marks (75)
	Mid-term assessment Test	1 ½ hours	15
	External End semester examination shall consist of: <i>Section A:</i> Four (4) short answer questions representing all units/syllabi i.e. one question from each unit. Each question shall be 3 marks (All Compulsory) <i>Section B:</i> Eight (8) long answer questions (four to be attempted) representing whole of the syllabi i.e. two questions from each unit. Each question shall be of 12 marks.	3 Hours	60
(B)	Tutorial shall comprise of Case Studies, Role Plays, field visits. etc.		Marks (25)
	Daily Evaluation	10 Marks for continuous assessment	
	Final Examination	15 Marks for Final examination	

Suggested Readings

1. Donald R Cooper, Business Research Methods 7th Ed, McGraw Hill,2001
2. Krishnaswami OR, M. Ranganatham, Methodology of Research for Social Science, Himalaya, Mumbai,2001.
3. Anderson J. et.al, Thesis and Assignment writing, Wiley Eastern
4. Research Methodology by C.R.Kothari



Syllabi of BBA at FYUGP under CBCS as per NEP-2020
Semester-VII
(Examinations to be held in December 2025,2026 and 2027)
Major Course

CourseCode:UMJBBT703

Credits- 4

Maximum Marks -100

Theory- 75

Tutorial -25

Duration of Examination: 3 Hours

Course Title: Management Accounting

Total No. of Lecture: Theory: 45 hours

Tutorial: 15 Hours

Objective: To develop knowledge and understanding of management accounting techniques to support management in planning, controlling and monitoring performance in a variety of business context

Unit I-Introduction

Meaning , Nature, Objectives Scope and Function of Management accounting . Role of management accounting in decision making, Management accounting Vs Financial accounting Vs Cost Accounting

Unit II- Ratio Analysis: Meaning, Importance and Limitations of Ratio Analysis Computation of Financial Ratios: Liquidity and Solvency Ratios, Proprietary and Debt Equity Ratios; Income and Financial Statement Ratios: Velocity or Movement or Turnover Ratios Return on Capital Employed; P/E Ratio, EPS, Payout, Ratio Analysis of DUPont Chart.

Unit III- Working Capital Management;

Nature of working capital; Need for working capital ; Factors affecting Working Capital Requirement; Estimation of working capital requirement;

Funds Flow Statement and Cash flow Statement- Changes in Working Capital, Sources and applications of funds, preparation of Funds Flow Statement and preparation of Cash Flow Statement.

Unit IV

Budgeting: Meaning of Budget and Budgetary Control, Definition, Nature of Budget and Budgetary Control, Objective of Budget and Budgetary Control, Limitations of Budget and Budgetary Control, Steps in Budgetary Control; Types/ classification of Budgets.

Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital

Note for Paper Setter:

Each course shall be comprised of Mid Semester Assessment Test and End-Semester Examination. The responsibility of conduct and evaluation of the Mid Semester Assessment test lies with the Course Coordinator. The Mid Semester Assessment marks awarded to the students in each course shall be displayed on the notice board well in advance, at least one week before the commencement of End Semester examination. The End Semester Examination shall be conducted by the University and question papers shall be got set by the Controller of Examinations.



Syllabi of BBA at FYUGP under CBCS as per NEP-2020
Semester-VII
(Examinations to be held in December 2025,2026 and 2027)
Major Course

CourseCode:UMJBBT703
Credits– 4
Maximum Marks –100
Theory– 75
Tutorial –25

Course Title: Management Accounting
Total No. of Lecture: Theory: 45 hours
Tutorial: 15 Hours

Duration of Examination: 3 Hours

Scheme for examination

		Time Allotted	Total Marks (100)
(A)	Theory		Marks (75)
	Mid-term assessment Test	1 ½ hours	15
	External End semester examination shall consist of: <i>Section A:</i> Four (4) short answer questions representing all units/syllabi i.e. one question from each unit. Each question shall be 3 marks (All Compulsory) <i>Section B:</i> Eight (8) long answer questions (four to be attempted) representing whole of the syllabi i.e. two questions from each unit. Each question shall be of 12 marks.	3 Hours	60
(B)	Tutorial shall comprise of Case Studies, Role Plays, field visits, etc.		Marks (25)
	Daily Evaluation	10 Marks for continuous assessment	
	Final Examination	15 Marks for Final examination	

Suggested Readings

1. Khan M.Y. and Jain P.K., Management accounting, Tata McGraw Hill, New Delhi.
2. Charles T. Horngren, Introduction to management Accounting, Prentice Hall of India, New Delhi.
3. Horngren, Charles T., George Foster and Shrikant M. Daliar : Cost Accounting : A Managerial Emphasis, Prentice Hall, Delhi.
4. Pandey I. M. : Management Accounting, Vani Publication, Delhi.
5. Manmohan & Goyal : Principles of Management Accounting.
6. Maheshwari : Principles of Management Accounting



Syllabi of BBA at FYUGP under CBCS as per NEP-2020
Semester-VII
(Examinations to be held in December 2025,2026 and 2027)
Major Course

CourseCode:UMJBBT704

Credits– 4

Maximum Marks –100

Theory– 75

Tutorial –25

Duration of Examination: 3 Hours

Course Title: Inventory Management

Total No. of Lecture: Theory: 45 hours

Tutorial: 15 Hours

Course Objective: To familiarize the students with the concept of inventory management and its functional role in different organizations. To introduce inventory models and to make students aware about the different techniques used in inventory models.

Unit I

Introduction to Inventory Systems: Functions of Inventory, Need of Inventory -Types of Inventory, Aggregate Inventory Planning, Factors affecting the level of inventory Recent Developments in Inventory Management

Unit II

Inventory Management Models -- Fixed Order Quantity or 'Q' system, Fixed Order Period System or 'P' system, EOQ Model Techniques of inventory control – ABC, VED, FSN, JIT manufacturing

Unit III

Materials Requirement Planning (MRP), Purchasing Decisions, Purchasing Process, Vendor Analysis & Control.

Unit IV

Store Management: Functions, Objectives, Types. Identification of Materials- Coding of materials, Advantages of a coding system, Methods of coding, Variety reductions, Stores Operations–Receiving, Storage, Accounting, Issue. Storehouse location systems, Work-in-progress stores, Special storage facilities.

Note for Paper Setter :

Each course shall be comprised of Mid Semester Assessment Test and End-Semester Examination. The responsibility of conduct and evaluation of the Mid Semester Assessment test lies with the Course Coordinator. The Mid Semester Assessment marks awarded to the students in each course shall be displayed on the notice board well in advance, at least one week before the commencement of End Semester examination. The End Semester Examination shall be conducted by the University and question papers shall be got set by the Controller of Examinations.



Syllabi of BBA at FYUGP under CBCS as per NEP-2020
Semester-VII
(Examinations to be held in December 2025,2026 and 2027)
Major Course

CourseCode:UMJBBT704

Credits– 4

Maximum Marks –100

Theory– 75

Tutorial –25

Duration of Examination: 3 Hours

Course Title: Inventory Management

Total No. of Lecture: Theory: 45 hours

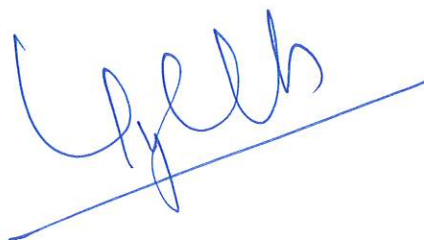
Tutorial: 15 Hours

Scheme for Examination

		Time Allotted	Total Marks (100)
(A)	Theory		75 Marks
	Mid-term assessment Test	1 ½ hours	15 Marks
	External End semester examination shall consist of: <i>Section A:</i> Four (4) short answer questions representing all units/syllabi i.e. one question from each unit. Each question shall be 3 marks (All Compulsory) <i>Section B:</i> Eight (8) long answer questions (four to be attempted) representing whole of the syllabi i.e. two questions from each unit. Each question shall be of 12 marks.	3 Hours	60 Marks
(B)	Tutorial shall comprise of Case Studies, Role Plays, field visits. etc.	Marks 25	
	Daily Evaluation	10 Marks for continuous assessment	
	Final Examination	15 Marks for Final examination	

Suggested Readings.

1. K. Ashwathappa, Sreedhar Bhat, Production and Operational Management
2. Adam, E. and Elbert R.J, Production management
3. Purchasing and Inventory Management by K. S Menon & Sarika Kulkarni, Shroff Publishers



Syllabi of BBA at FYUGP under CBCS as per NEP-2020
Semester-VII
(Examinations to be held in December 2025,2026 and 2027)
Minor Course

CourseCode:UMIBBT705

Course Title: Mental Health, Happiness and Well Being

Credits- 4

Total No. of Lecture: Theory: 45 hours

Maximum Marks –100

Tutorial: 15 Hours

Theory- 75

Tutorial –25

Duration of Examination: 3 Hours

Course Objective: The purpose of this course is to learn the basic understanding of Positive emotions, strengths and virtues; the concepts and determinants of Mental Health, happiness and well-being,

Unit I

Meaning, elements and purpose of mental health, Characteristics and causes of poor mental health, Achieving mental health and role of teachers. Well-being in the current scenario, Physical, emotional and psychological well-being, Coping strategies for better mental health.

Unit II

Mental health and productivity, Happiness index, Definitions/Factors of Happiness: Environmental and Social Culture and Happiness, Interpersonal Relationship: Comparative Perspective, Towards Self-Actualization.

Unit III

Health and Happiness in contemporary India – rural and urban differences and similarities, Role of socio-demographic and cultural factors in Happiness and well-being. Adjustment – meaning, methods and process, Maladjustment, causes and remedial measures, Displacement, Repression, Projection, Sublimation and Rationalization.

Unit IV

Stress: Meaning, Types, Causes, Stress management, Procrastination and stress, Tools for time management: prioritizing, scheduling tasks, delegation etc.

Note for Paper Setter :

Each course shall be comprised of Mid Semester Assessment Test and End-Semester Examination. The responsibility of conduct and evaluation of the Mid Semester Assessment test lies with the Course Coordinator. The Mid Semester Assessment marks awarded to the students in each course shall be displayed on the notice board well in advance, at least one week before the commencement of End Semester examination. The End Semester Examination shall be conducted by the University and question papers shall be got set by the Controller of Examinations.



Syllabi of BBA at FYUGP under CBCS as per NEP-2020
Semester-VII
(Examinations to be held in December 2025,2026 and 2027)
Minor Course

CourseCode:UMIBBT705

Course Title: Mental Health, Happiness and Well Being

Credits– 4

Total No. of Lecture: Theory: 45 hours

Maximum Marks –100

Tutorial: 15 Hours

Theory– 75

Tutorial –25

Duration of Examination: 3 Hours

Scheme for examination

		Time Allotted	Total Marks (100)
(A)	Theory		75 Marks
	Mid-term assessment Test	1 ½ hours	15 Marks
	External End semester examination shall consist of: <i>Section A:</i> Four (4) short answer questions representing all units/syllabi i.e. one question from each unit. Each question shall be 3 marks (All Compulsory) <i>Section B:</i> Eight (8) long answer questions (four to be attempted) representing whole of the syllabi i.e. two questions from each unit. Each question shall be of 12 marks.	3 Hours	60 Marks
(B)	Tutorial shall comprise of Case Studies, Role Plays, field visits. etc.		Marks 25
	Daily Evaluation	10 Marks for continuous assessment	
	Final Examination	15 Marks for Final examination	

Suggested Readings:

1. Snyder, C.R., & Lopez, S.J. (2007). Positive psychology: The scientific and practical explorations of human strengths. Thousand Oaks, CA: Sage.
2. Snyder, C. R., & Lopez, S. (Eds.). (2002). Handbook of positive psychology. New York: Oxford University Press.
3. Seligman, M. (2011). Flourish: A Visionary New Understanding of Happiness and Well-being, Atria Books.
4. Peterson, C. A. (2006). A Primer in Positive Psychology, Oxford University Press.
5. Nettle, D.S. (2006). Happiness: The Science Behind Your Smile, Oxford University Press.

Updesh

8th Semester

(Honours)

Syllabi of BBA at FYUGP under CBCS as per NEP-2020
Semester-VIII
(Examinations to be held in May 2026, 2027 and 2028)
Major Course

CourseCode:UMJBBT801

Course Title: Introduction to Project Management

Credits– 4

Total No. of Lecture: Theory: 45 hours

Maximum Marks –100

Tutorial: 15 Hours

Theory– 75

Tutorial –25

Duration of Examination: 3 Hours

Objectives: This course aims to lay the foundation of social media marketing. It will provide students with an understanding of the landscape of traditional, digital, and social media marketing and expose them to major social media platforms

Unit I

Generation & Screening of project idea, Preliminary Screening, Project Rating Index, Entrepreneurial Skills, Market & demand analysis, Collection of Primary & Secondary information, Demand forecasting, Market planning.

Unit II

Technical Analysis, Manufacturing process / technology, Material inputs & utilities, Product Mix, Plant Capacity, Location & site, Machinery & Equipment, Structures & Civil work, Environmental aspects, Project Charts & Layouts, Project Time Lines.

Unit III

Cost of projects, Means of financing, Estimates of Sales & Production, Cost of Production, Working Capital Requirement & Financing, Projected income statement, Balance sheet and cash flow with multiyear projections, Consideration of alternative sources of finance.

Unit IV

Project Implementation: Forms of project organization, Project control & control charts, Human aspects of project management, Prerequisites for a successful project implementation, Preparation of comprehensive project report.

Note for Paper Setter :

Each course shall be comprised of Mid Semester Assessment Test and End-Semester Examination. The responsibility of conduct and evaluation of the Mid Semester Assessment test lies with the Course Coordinator. The Mid Semester Assessment marks awarded to the students in each course shall be displayed on the notice board well in advance, at least one week before the commencement of End Semester examination. The End Semester Examination shall be conducted by the University and question papers shall be got set by the Controller of Examinations.



Syllabi of BBA at FYUGP under CBCS as per NEP-2020
Semester-VIII
(Examinations to be held in May 2026, 2027 and 2028)
Major Course

CourseCode:UMJBBT801

Course Title: Introduction to Project Management

Credits– 4

Total No. of Lecture: Theory: 45 hours

Maximum Marks –100

Tutorial: 15 Hours

Theory– 75

Tutorial –25

Duration of Examination: 3 Hours

Scheme for Examination

		Time Allotted	Total Marks (100)
(A)	Theory		75 Marks
	Mid-term assessment Test	1 ½ hours	15 Marks
	External End semester examination shall consist of: <i>Section A:</i> Four (4) short answer questions representing all units/syllabi i.e. one question from each unit. Each question shall be 3 marks (All Compulsory) <i>Section B:</i> Eight (8) long answer questions (four to be attempted) representing whole of the syllabi i.e. two questions from each unit. Each question shall be of 12 marks.	3 Hours	60 Marks
(B)	Tutorial shall comprise of Case Studies, Role Plays, field visits. etc.		Marks 25
	Daily Evaluation	10 Marks for continuous assessment	
	Final Examination	15 Marks for Final examination	

Suggested Readings:

1. Chandra Prasanna (2014), " Projects: Planning, Analysis, Selection, Financing, Implementation, and Review ", Edition 8, Tata McGraw-Hill Education,
2. Jack R Meredith; Samuel J Mantel; Scott M Shafer; Samuel J Jr Mantel (2015), " Project Management : a Managerial Approach", Ninth Edition International Student Version.", 9th Edition, Wiley.
3. Jeffrey K. Pinto (2007). "Project Management: Achieving Competitive Advantage", 1st edition, Pearson/Prentice Hall



Syllabi of BBA at FYUGP under CBCS as per NEP-2020
Semester-VIII
(Examinations to be held in May 2026, 2027 and 2028)
Major Course

Course Code: UMJBBT802
Credits– 12

Course Title: On the Job Training
Maximum Marks –300

Course Objectives:

To meet industrial training needs, all BBA Eight semester students are required to complete On the Job Training (OJT), in which they undertake industrial placements as part of their studies. On the Job Training (OJT), is designed for students to:

- Transfer their analytical, integrative, team skills honed in the classroom to the workplace;
- Understand the complexities of the corporate world first hand;
- Focus on a narrow problem within a selected topic/field – typically a micro theme – to facilitate an in-depth study using quantitative/qualitative measurement tools to organize and analyze data, intensively focusing on the area to arrive at reasoned conclusions about the issue or problem;
- Identify opportunities for networking with people in industry/ corporate/organizations;
- Aim for pre-placement offers where feasible/appropriate

DURATION

Students choosing 4-year Bachelor's degree are required to take up On the Job Training (OJT), under the guidance of faculty members. The students are expected to complete the On the Job Training (OJT), in the Eight Weeks.

Completion Stage

- a) At the end of the OJT, the student intern shall prepare Internship Completion Report(ICR).
- b) The student may be required to make a presentation to the Industry Mentor (IM).
- c) As proof of completion of the internship, the student intern will obtain an Internship Completion Certificate from the organization/company/IM.
- d) The Faculty Mentor will obtain a performance evaluation from the IM in terms of OS (Outstanding), EE (Exceeded Expectations), ME (Met Expectations), and BE (Below Expectations).

After completion

- a) The student intern shall submit the OJT Report (including completion certificate) to the Faculty Mentor within 1 week of commencement of the ensuing semester.
- b) The student must make a detailed presentation before the faculty committee on OJT at the end of the training.

Evaluation:

In the 8th Semester, Evaluation of OJT shall be offline and Viva-voice shall be either offline or online as per the convenience of the examiner. The dissertation evaluation shall be carried out by an external expert.

OJT	= 12 credits
OJT Report	= 08 credits (200 marks)
Viva/presentation	= 04 credits (100 marks)



Syllabi of BBA at FYUGP under CBCS as per NEP-2020
Semester-VIII
(Examinations to be held in May 2026, 2027 and 2028)
Minor Course

Course Code:UMIBBT803

Credits– 4

Maximum Marks –100

Theory– 75

Tutorial –25

Duration of Examination: 3 Hours

Course Title: Industrial Relations

Total No. of Lecture: Theory: 45 hours

Tutorial: 15 Hours

Course Objective: This course aims at providing the students the intricacies of Industrial Relations so that a healthy environment is developed for functioning of employees.

Unit-I

Understanding the concept of industrial relations, Historical evolution and development of Industrial Relations, Theories and models of Industrial Relations, Stakeholders and their roles in Industrial Relations

Unit-II

Overview of labor laws and regulations, Industrial Disputes, Collective bargaining and Negotiation processes, Grievance handling and Dispute Resolution Mechanisms, Employment contracts and their significance.

Unit-III

Employee Participation and engagement strategies, Managing conflicts in the workplace, Trade unions and their impact on Industrial Relations, Social dialogue and its role in fostering harmonious workplaces

Unit-IV

Globalization and its impact on Industrial Relations, Technological advancements and changing work dynamics, Impact of Diversity, equity and inclusion in Industrial Relations, Future trends and Challenges in Industrial Relations.

Note for Paper Setter:

Each course shall be comprised of Mid Semester Assessment Test and End-Semester Examination. The responsibility of conduct and evaluation of the Mid Semester Assessment test lies with the Course Coordinator. The Mid Semester Assessment marks awarded to the students in each course shall be displayed on the notice board well in advance, at least one week before the commencement of End Semester examination. The End Semester Examination shall be conducted by the University and question papers shall be got set by the Controller of Examinations.



Syllabi of BBA at FYUGP under CBCS as per NEP-2020
Semester-VIII
(Examinations to be held in May 2026,2027 and 2028)
Minor Course

Course Code:UMIBBT803

Credits- 4

Maximum Marks -100

Theory- 75

Tutorial -25

Duration of Examination: 3 Hours

Course Title: Industrial Relations

Total No. of Lecture: Theory: 45 hours

Tutorial: 15 Hours

Scheme for examination

		Time Allotted	Total Marks (100)
(A)	Theory		Marks (75)
	Mid-term assessment Test	1 ½ hours	15
	External End semester examination shall consist of: <i>Section A:</i> Four (4) short answer questions representing all units/syllabi i.e. one question from each unit. Each question shall be 3 marks (All Compulsory) <i>Section B:</i> Eight (8) long answer questions (four to be attempted) representing whole of the syllabi i.e. two questions from each unit. Each question shall be of 12 marks.	3 Hours	60
(B)	Tutorial shall comprise of Case Studies, Role Plays, field visits. etc.		Marks (25)
	Daily Evaluation	10 Marks for continuous assessment	
	Final Examination	15 Marks for Final examination	

Suggested Readings

1. Mamoria, Mamoria and Gankar, (2007) "Dynamics of Industrial Relations", Himalaya Publishing House, New Delhi.
2. MonappaArun, (2007) "Industrial Relations", Tata McGraw Hill Edition, New Delhi.
3. Sarma, A.M. (2011) "Industrial Jurisprudence and Labour Legislation", Himalaya Publishing House, Mumbai.
4. Sen Ratna, (2003) "Industrial Relations in India", MacMillan, New Delhi.
5. Taxmann (2009) "Labour Laws", Taxmann Allied Services Pvt. Ltd.



8th Semester
(Honours)
(With Research

Syllabi of BBA at FYUGP under CBCS as per NEP-2020
Semester-VIII
(Examinations to be held in May 2026, 2027 and 2028)
Major Course

CourseCode:UMJBBT804

Course Title: Introduction to Project Management

Credits– 4

Total No. of Lecture: Theory: 45 hours

Maximum Marks –100

Tutorial: 15 Hours

Theory– 75

Tutorial –25

Duration of Examination: 3 Hours

Objectives: This course aims to lay the foundation of social media marketing. It will provide students with an understanding of the landscape of traditional, digital, and social media marketing and expose them to major social media platforms

Unit I

Generation & Screening of project idea, Preliminary Screening, Project Rating Index, Entrepreneurial Skills, Market & demand analysis, Collection of Primary & Secondary information, Demand forecasting, Market planning.

Unit II

Technical Analysis, Manufacturing process / technology, Material inputs & utilities, Product Mix, Plant Capacity, Location & site, Machinery & Equipment, Structures & Civil work, Environmental aspects, Project Charts & Layouts, Project Time Lines.

Unit III

Cost of projects, Means of financing, Estimates of Sales & Production, Cost of Production, Working Capital Requirement & Financing, Projected income statement, Balance sheet and cash flow with multiyear projections, Consideration of alternative sources of finance.

Unit IV

Project Implementation: Forms of project organization, Project control & control charts, Human aspects of project management, Prerequisites for a successful project implementation, Preparation of comprehensive project report.

Note for Paper Setter :

Each course shall be comprised of Mid Semester Assessment Test and End-Semester Examination. The responsibility of conduct and evaluation of the Mid Semester Assessment test lies with the Course Coordinator. The Mid Semester Assessment marks awarded to the students in each course shall be displayed on the notice board well in advance, at least one week before the commencement of End Semester examination. The End Semester Examination shall be conducted by the University and question papers shall be got set by the Controller of Examinations.



Syllabi of BBA at FYUGP under CBCS as per NEP-2020
Semester-VIII
(Examinations to be held in May 2026, 2027 and 2028)
Major Course

CourseCode:UMJBBT804

Course Title: Introduction to Project Management

Credits– 4

Total No. of Lecture: Theory: 45 hours

Maximum Marks –100

Tutorial: 15 Hours

Theory– 75

Tutorial –25

Duration of Examination: 3 Hours

Scheme for Examination

		Time Allotted	Total Marks (100)
(A)	Theory		75 Marks
	Mid-term assessment Test	1 ½ hours	15 Marks
	External End semester examination shall consist of: <i>Section A:</i> Four (4) short answer questions representing all units/syllabi i.e. one question from each unit. Each question shall be 3 marks (All Compulsory) <i>Section B:</i> Eight (8) long answer questions (four to be attempted) representing whole of the syllabi i.e. two questions from each unit. Each question shall be of 12 marks.	3 Hours	60 Marks
(B)	Tutorial shall comprise of Case Studies, Role Plays, field visits. etc.		Marks 25
	Daily Evaluation	10 Marks for continuous assessment	
	Final Examination	15 Marks for Final examination	

Suggested Readings:

4. Chandra Prasanna (2014), " Projects: Planning, Analysis, Selection, Financing, Implementation, and Review ", Edition 8, Tata McGraw-Hill Education,
5. Jack R Meredith; Samuel J Mantel; Scott M Shafer; Samuel J Jr Mantel (2015), " Project Management : a Managerial Approach", Ninth Edition International Student Version.", 9th Edition, Wiley.
6. Jeffrey K. Pinto (2007). "Project Management: Achieving Competitive Advantage", 1st edition, Pearson/Prentice Hall



Syllabi of BBA at FYUGP under CBCS as per NEP-2020
Semester-VIII
(Examinations to be held in May 2026, 2027 and 2028)
Minor Course

Course Code:UMIBBT805

Credits- 4

Maximum Marks -100

Theory- 75

Tutorial -25

Duration of Examination: 3 Hours

Course Title: Industrial Relations

Total No. of Lecture: Theory: 45 hours

Tutorial: 15 Hours

Course Objective: This course aims at providing the students the intricacies of Industrial Relations so that a healthy environment is developed for functioning of employees.

Unit-I

Understanding the concept of industrial relations, Historical evolution and development of Industrial Relations, Theories and models of Industrial Relations, Stakeholders and their roles in Industrial Relations

Unit-II

Overview of labor laws and regulations, Industrial Disputes, Collective bargaining and Negotiation processes, Grievance handling and Dispute Resolution Mechanisms, Employment contracts and their significance.

Unit-III

Employee Participation and engagement strategies, Managing conflicts in the workplace, Trade unions and their impact on Industrial Relations, Social dialogue and its role in fostering harmonious workplaces

Unit-IV

Globalization and its impact on Industrial Relations, Technological advancements and changing work dynamics, Impact of Diversity, equity and inclusion in Industrial Relations, Future trends and Challenges in Industrial Relations.

Note for Paper Setter:

Each course shall be comprised of Mid Semester Assessment Test and End-Semester Examination. The responsibility of conduct and evaluation of the Mid Semester Assessment test lies with the Course Coordinator. The Mid Semester Assessment marks awarded to the students in each course shall be displayed on the notice board well in advance, at least one week before the commencement of End Semester examination. The End Semester Examination shall be conducted by the University and question papers shall be got set by the Controller of Examinations.



Syllabi of BBA at FYUGP under CBCS as per NEP-2020
Semester-VIII
(Examinations to be held in May 2026,2027 and 2028)
Minor Course

Course Code:UMIBBT805

Credits- 4

Maximum Marks –100

Theory- 75

Tutorial –25

Duration of Examination: 3 Hours

Course Title: Industrial Relations
Total No. of Lecture: Theory: 45 hours
Tutorial: 15 Hours

Scheme for examination

		Time Allotted	Total Marks (100)
(A)	Theory		Marks (75)
	Mid-term assessment Test	1 ½ hours	15
	External End semester examination shall consist of: <i>Section A:</i> Four (4) short answer questions representing all units/syllabi i.e. one question from each unit. Each question shall be 3 marks (All Compulsory) <i>Section B:</i> Eight (8) long answer questions (four to be attempted) representing whole of the syllabi i.e. two questions from each unit. Each question shall be of 12 marks.	3 Hours	60
(B)	Tutorial shall comprise of Case Studies, Role Plays, field visits. etc.		Marks (25)
	Daily Evaluation	10 Marks for continuous assessment	
	Final Examination	15 Marks for Final examination	

Suggested Readings

6. Mamoria, Mamoria and Gankar, (2007) "Dynamics of Industrial Relations", Himalaya Publishing House, New Delhi.
7. MonappaArun, (2007) "Industrial Relations", Tata McGraw Hill Edition, New Delhi.
8. Sarma, A.M. (2011) "Industrial Jurisprudence and Labour Legislation", Himalaya Publishing House, Mumbai.
9. Sen Ratna, (2003) "Industrial Relations in India", MacMillan, New Delhi.
10. Taxmann (2009) "Labour Laws", Taxmann Allied Services Pvt. Ltd.



Syllabi of BBA at FYUGP under CBCS as per NEP-2020
Semester-VIII
(Examinations to be held in May 2026,2027 and 2028)
Skill Course

Course Code: USEBBP806
Credits– 12

Course Title: Research Project/ Dissertation
Maximum Marks –300

Note:

Project work is a course involving application of knowledge in solving/ analyzing/ exploring real-life situation/ difficult problems/ data analysis etc. Students choosing 4-year Bachelor's degree (Honours with Research) are required to take up research project under the guidance of faculty members. The students are expected to complete the research project in the eight semester. The research outcomes of their project work may be published in peer-reviewed journals or may be presented in conferences/ seminars or may be patented.

The following mechanism shall be adopted for completion of the project:

1. Admission to Honours with Research shall be based on the cumulative score (75% marks and above in the first five semesters) and subject availability of permanent faculty with doctoral degree and infrastructure and number of seats in the college.
2. Research project work (12 credits) shall be started at the beginning of 7th Semester.
3. There shall be a Project Synopsis in the programme based on the major area/ subject. The permanent faculty with Ph.D. and research experience (as per UGC guidelines) shall be research project supervisor after being recognized by the Departmental Research Committee (DRC) of the Nodal Department.
4. The college offering FYUGP with Research should have its own College Research Committee (CRC) for each discipline with at least one member from any University of the region.
5. The project report/dissertation shall be evaluated by the external expert from other University/Colleges to be nominated by the Principal out of the panel supplied by the CRC.
6. Project proposal to be scrutinised by the College Research Committee for the concerned subject.
7. In the 8th Semester, Evaluation of Dissertation shall be offline and Viva-voice shall be either offline or online as per the convenience of the examiner. The dissertation evaluation shall be carried out by an external expert.

Research Project = 12 credits
Dissertation = 08 credits (200 marks)
Viva/presentation = 04 credits (100 marks)

