

Course Structure of BBA Programme from 2025-26 AY Onwards

BBA Programme

R25 Regulations

Under the aegis of all Universities in the State of Telangana



For the Academic Year 2025-26 Onwards


CHAIRMAN
BOS IN BUSINESS MANAGEMENT
OSMANIA UNIVERSITY,
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BBA Programme - Course Structure

Semester I

Sl. No.	COURSE CATEGORY	COURSE TITLE	CREDITS
1	Major Core	Principles & Practices of Management	5
2	Major Core	Basics of Business Economics	5
3	Major Core	Fundamentals of Marketing	5
4	First Language	English*	5
5	Second Language	Telugu/Hindi/Urdu etc.,	5
			25

Semester II

Sl. No.	COURSE CATEGORY	COURSE TITLE	CREDITS
1	Major Core	Financial Accounting	5
2	Major Core	Business Statistics	5
3	Major Core	Organizational Behaviour	5
4	First Language	English*	5
5	Second Language	Telugu/Hindi/Urdu etc.,	5
			25

Semester III

Sl. No.	COURSE CATEGORY	COURSE TITLE	CREDITS
1	Major Core	Fundamentals of Human Resource Management	5
2	Major Core	Fundamentals of Financial Management	5
3	Major Core	Business Law and Ethics	5
4	First Language	English*	5
5	Second Language	Telugu/Hindi/Urdu etc.,	5
			25

Semester IV

Sl. No.	COURSE CATEGORY	COURSE TITLE	CREDITS
1	Major Core	Operations Management	5
2	Major Core	Operations Research	5
3	Major Core	Excel for Business Decision Making	5
4	First Language	English*	5
5	Second Language	Telugu/Hindi/Urdu etc.,	5
			25

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Semester V

Sl. No.	COURSE CATEGORY	COURSE TITLE	CREDITS
1	Major Core	<p>Marketing:</p> <p>a Product Management</p> <p>b Brand Management</p> <p>Finance:</p> <p>a Financial Markets and Services</p> <p>b Investment and Portfolio Analysis</p> <p>Human Resource:</p> <p>a Organizational development</p> <p>b Performance Appraisal Management</p> <p>Business Analytics:</p> <p>a Introduction to Business Analytics</p> <p>b Data Analytics for Business Decisions</p> <p>Computer Science:</p> <p>a Management Information Systems</p> <p>b Enterprise Systems</p>	5
2	Major Core	Business Research Methods	5
3	Multi-Disciplinary Course*		4
4	SEC 1	(Communication Skills / Professional Development Skills/ Entrepreneurship & Startups)	2
5	SEC 3	Fundamentals of AI Tools/ Ability Skills (Competitive Mathematics)	2
6	Value Added Course	Environmental Science/ Cyber Security & Cyber Laws	3
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Semester VI

Sl. No.	COURSE CATEGORY	COURSE TITLE	CREDITS
1	Major Core	Strategic Management	5
2	Major Core	Marketing: a Retail Marketing b. Services Marketing Finance: a International Finance b Financial Risk Analysis Human Resource: a Talent Management b Compensation Management Business Analytics: a Predictive Modeling b Business Intelligence Computer Science a E-commerce platforms b Enterprise IT Governance	5
3	SEC 2	(Communication Skills / Professional Development Skills/ Entrepreneurship & Startups)	2
4	SEC 4	Spreadsheet Modeling / Data Story Telling	2
5	Value Added Course	Cyber Security & Cyber Laws / Environmental Science	3
5	Internship / Project		4
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MDC -- *This Course has to be opted for the Courses offered from other streams.

Dept. of Business Management will offer **Fundamentals of Advertising** MDC Course to other stream of students.


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BBA I SEMESTER PRINCIPLES & PRACTICES OF MANAGEMENT

CREDITS: 5

Marks: 80 + 20

Course Objectives:

1. To define the nature, scope, and significance of management as both an art and a science, and to identify key managerial roles and functions.
2. To examine the evolution of management theories and understand the processes of planning and decision-making.
3. To analyze the principles of organizing, various organizational structures, and the concepts of authority, responsibility, delegation, and decentralization.
4. To study staffing processes, leadership and motivation techniques, communication networks, and control mechanisms.
5. To explore contemporary management issues, including digital transformation, data-driven decision-making, remote work practices, ethical leadership, and sustainability.

Course Outcomes: Students will be able to

1. Describe management concepts, its nature as both an art and a science, and identify key managerial roles and functions.
2. Analyze management theories and apply appropriate planning and decision-making techniques in organizational contexts.
3. Evaluate different organizational structures and implement effective delegation, authority, and decentralization strategies.
4. Demonstrate effective staffing, leadership, communication, and control practices in managerial settings.
5. Integrate digital transformation, data analytics, ethical considerations, and sustainability into modern management practices.

Unit I Introduction to Management

Definition, Nature & Scope of Management; Management as both art and science; distinction between managers and administrators; Managerial Roles Skills; Functions of Management.

Unit II Management Theory and Approaches

Evolution of Management Thought: Classical (Taylor, Fayol, Max Weber), Human Relations (Mayo), Behavioral (McGregor), Systems & Contingency approaches;

Unit III Planning and Decision- Making

Planning: Nature, Scope and Importance of Planning;
Planning Process and Components: Objectives, Strategies, policies, Procedures, Rules; Types of Planning: Strategic, Tactical, Operational; Forecasting and its role in planning; Decision -Making process: Meaning , Steps and Types; Strategic Planning and Its Application in Organizations.

Unit IV Organizing

Organizational Structure: Principles of organizing, Formal vs informal, common organizational structures, departmentalization, line–staff authority, span of control ; Authority & Responsibility; Delegation & Decentralization.

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Unit V **Staffing, Directing & Controlling**

Staffing: Recruitment, Selection, Induction & Orientation; Directing: Meaning, Elements, Importance, Supervision, Coordination; Communication: Process, channels, barriers; Control Mechanisms: Types and Techniques of control, Steps and Challenges, Relationships between Planning and Control.

Suggested Reference Books

- Prasad, L. M. (2020). *Principles and practice of management*. Sultan Chand & Sons.
- Ramasamy, T. (2018). *Principles of management*. Mumbai: Himalaya Publishing House.
- Koontz, H., & Weihrich, H. (2016). *Essentials of management*. Tata McGraw-Hill.
- Schermerhorn, J. R., & Bachrach, D. G. (2016). *Introduction to management* (13th ed.). Wiley.
- Tripathi, P. C., & Reddy, P. N. (2016) *Principles of management*. Tata McGraw- Hill Education.
- Robbins, S. P., Bergman, R., Stagg, I., & Coulter, M. (2014). *Management*. Pearson.
- Sr. Prof. D. Sreeramulu & Prof. S. Lakshmi Narasimham, *Principles & Practices of Management*, Tata Publications, First Edition, 2025


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BBA I SEMESTER BASICS OF BUSINESS ECONOMICS

CREDITS: 5

Marks: 80+20

Course Objectives:

1. To define business, profession, and employment, and evaluate various forms of business organizations such as sole proprietorship, partnership, cooperatives, and companies.
2. To outline the scope and nature of business economics and explain key concepts such as scarcity, choice, opportunity cost, and marginalism.
3. To analyze demand, its determinants, the law of demand, different types of elasticities, and forecasting methods.
4. To examine production functions, cost classifications, and break-even analysis for managerial decisions.
5. To study various market structures, pricing strategies, and the causes and effects of inflation.

Course Outcomes: Students will be able to

1. Distinguish between business, profession, and employment, and evaluate different forms of business organizations.
2. Apply economic principles such as scarcity, choice, opportunity cost, and marginalism in managerial decision-making.
3. Evaluate demand patterns using elasticity concepts and forecasting techniques.
4. Analyze production and cost relationships and perform break-even analysis.
5. Identify and assess market structures, pricing strategies, and inflationary impacts on business decisions.

Unit I Introduction to Business Economics

Business Economics: Meaning, nature, and scope; importance in decision-making. Relationship with Other Disciplines: Accounting, finance, marketing, and managerial economics; Micro vs. Macro Perspectives: Differences, interdependence, and applications to business; Basic Economic Problems of an Economy: Scarcity, choice, and allocation of resources; Opportunity Cost, Incremental Cost, and Marginalism: Concepts and managerial significance; Equi-Marginal Principle: Applications in business decision-making.

Unit II Demand and Supply Analysis:

Demand Concepts: Determinants of demand; law of demand; movement vs shift; price, income, and substitution effects; Elasticities of Demand: Price, income, and cross elasticity – measurement and importance in business decisions; Demand Forecasting: Objectives, qualitative and quantitative methods; Supply Analysis: Law of supply; determinants; supply elasticity (brief overview).

Unit III Production and Cost Analysis:

Production Function: Short-run and long-run; law of variable proportions; returns to scale; Cost Concepts and Classification: Fixed, variable, total, average, and marginal costs; sunk cost and opportunity cost; Break-Even Analysis (BEP): Meaning, significance, and applications in business decisions.

Unit IV Market Structures and Pricing Strategies:

Market Types: Characteristics and price-output determination under perfect competition, monopoly, monopolistic competition, and oligopoly; Pricing Strategies: Price discrimination, price leadership, and other practical strategies; Oligopoly Models: Kinked demand curve and collusion (brief introduction).

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Unit V Macro-Economic Environment:

Inflation: Meaning, types (demand-pull and cost-push), and impact on business; National Income Concepts: GDP, GNP, NNP, PCI – basic understanding and business relevance; Economic Environment of Business: Impact of macroeconomic factors (growth, trade, policy) on business decisions; Overview of Economic Reforms: Liberalization, Privatization, and Globalization (LPG) and their influence on Indian business.

Suggested Reference Books

- Ahuja, H. L. (2017). *Business economics* (9th ed.). S. Chand & Company.
- Varshney, R. L., & Maheshwari, (2016) K. L. *Managerial economics*. New Delhi: Sultan Chand & Sons.
- Tripathi, P. C., & Reddy, P. N. (2016) *Principles of management*. Tata McGraw- Hill Education.
- Mithani, (2015) “Business Economics” Himalaya Publishing House.
- Maheshwari, Y. (2012). *Managerial Economics*. PHI Learning Pvt. Ltd..
- Mehta, P. L. (1995). *Managerial Economics: Analysis, Problems and Cases*. Sultan Chand & Sons.
- Dwivedi, D. N. (1980). *Managerial economics*. Vikas Publishing House.
- Prof. Y. Jahangir & Prof. S. Lakshmi Narasimham, *Basics of Business Economics* – Tata Publications, 2025

Course Structure of BBA Programme from 2025-26 AY Onwards

BBA I SEMESTER FUNDAMENTALS OF MARKETING

CREDITS: 5

Marks: 80+20

Course Objectives:

1. To define marketing, its core concepts, and distinguish it from selling while addressing the concept of marketing myopia.
2. To evaluate the micro and macro marketing environments and apply consumer market segmentation, targeting, and positioning strategies.
3. To analyze product classifications, life cycle management, and pricing methods for effective marketing decisions.
4. To assess integrated marketing communications, distribution channel design, and logistics management.
5. To examine online marketing, social media engagement, customer and partner relationship management (CRM and PRM), and green marketing practices.

Course Outcomes:

1. Define and explain marketing concepts, its evolution, and differentiate it from selling while addressing marketing myopia and value creation.
2. Analyze micro and macro marketing environments and apply segmentation, targeting, and positioning (STP) strategies effectively.
3. Design product strategies across various life cycle stages and implement pricing methods for competitive advantage.
4. Evaluate integrated marketing communications, distribution channels, and logistics to enhance value delivery.
5. Examine and integrate digital marketing, social media, CRM/PRM systems, and sustainable marketing practices into business strategies.

Unit I Introduction to Marketing

Marketing: Definitions, nature, and scope; core concepts – needs, wants, demand, value, and customer satisfaction, Evolution of marketing philosophies; marketing vs selling; marketing myopia; Customer value and relationship marketing; Marketing Mix (4Ps & extended 7Ps overview)

Unit II Marketing Environment & STP

Marketing environment: Micro and macro factors; PESTLE framework and environmental scanning; Market Segmentation: Definition, bases (demographic, psychographic, behavioral, geographic); Targeting: Strategies and key factor considerations; Positioning: Concept, positioning strategies, and perceptual mapping

Unit III Marketing Mix: Product and Pricing Strategies

Product: Levels (core, actual, augmented); product classification (consumer & industrial goods); Product Life Cycle (PLC) and its strategic implications; New product development process (brief); Pricing: Objectives, methods (cost-based, value-based, competitive), and factors influencing pricing decisions.

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Unit IV Marketing Mix : Promotion & Place Decisions

Integrated Marketing Communications (IMC): Meaning, elements, and role in brand building; Promotion mix: Advertising, sales promotion, public relations, personal selling, direct marketing; Place decisions: Distribution channels – types, role, and design; intermediaries and channel conflicts; Logistics and supply chain management: Concepts and importance in marketing.

Unit V Emerging Trends in Marketing

Digital marketing: Online marketing, social media, and influencer marketing; Customer Relationship Management (CRM) and Partner Relationship Management (PRM); Experiential and event marketing; Green and sustainable marketing practices; Personalization, data-driven marketing, and ethical considerations in modern marketing

Suggested Reference Books

- Saxena, R. (2019) *Marketing management*. Tata McGraw-Hill.
- Kotler, P., Armstrong, G., & Agnihotri, P. (2018). *Principles of marketing* (17th ed.). Pearson Education.
- Kotler, P., Armstrong, G., Agnihotri, P., & Haque, E. U. (2018) *Principles of marketing*. Pearson Education/Prentice Hall of India.
- Ramaswamy, V. S., & Namakumari, S. (2018). *Marketing management: Global perspective Indian context*. Macmillan Publishers India Limited.
- Lamb, C. W., Hair, J. F., Sharma, D., & McDaniel, C. (2016). *Principles of marketing: A South Asian perspective*. Cengage Learning.
- Dr. B. Mohan Kumar, Dr. S. Lakshmi Narasimham & Ms. A. Sandhya, (2021) *Fundamentals of Marketing*, Tata Publications, Hyderabad.
- Sr. Prof. D. Sreeramulu, *Basics of Marketing*, Himalaya Publishing House, (2025).
- Prof. Y. Jahangir, Dr. D. Thirumala Rao & Ms. K. Swapna “*Basics of Marketing*” Vedashree Publishers (2024).

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BBA II SEMESTER FINANCIAL ACCOUNTING

CREDITS: 5

Marks: 80+20

Course Objectives:

1. To define financial accounting, its scope, users, qualitative characteristics, and principles under GAAP and IFRS.
2. To outline the accounting cycle, explain the double-entry system, and construct a trial balance with error identification and correction.
3. To apply accrual accounting principles, record adjusting entries, and prepare core financial statements — Trading, Profit & Loss, and Balance Sheet.
4. To analyze cash management, depreciation methods, provisions, reserves, and the fundamentals of company accounting.
5. To evaluate regulatory reporting requirements, prepare bank reconciliations, analyze cash flow and financial ratios, and understand computerized accounting systems.

Course Outcomes: Students will be able to

1. Define financial accounting, explain its scope, users, qualitative characteristics, and core accounting principles (GAAP/IFRS)
2. Illustrate the accounting cycle, apply the double-entry system, prepare trial balances, and detect and correct accounting errors.
3. Apply accrual accounting concepts, record adjusting entries, and prepare fundamental financial statements — Trading, Profit & Loss, and Balance Sheet.
4. Analyze cash management techniques, depreciation methods, provisions, reserves, and basic company accounting procedures.
5. Evaluate regulatory reporting requirements, perform bank reconciliations, analyze cash flow and ratio results, and utilize computerized accounting systems (AIS).

Unit I Foundations & Conceptual Framework

Nature, purpose, and scope of financial accounting; Users of accounting information (internal and external); Qualitative characteristics of financial information; Accounting principles, concepts, and conventions; Overview of GAAP and IFRS frameworks; Role and ethical responsibilities of accountants

Unit II Accounting Cycle

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

Unit III Adjustments & Financial Statement Preparation

Accrual accounting: revenue recognition and matching concepts; Adjusting entries: prepaid expenses, accrued revenues, depreciation, bad debts; Preparation of Trading Account, Profit & Loss Account, and Balance Sheet (final accounts of sole proprietorships)

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Unit IV Cash, Bank & Special Accounting Issues

Cash and cash equivalents: definitions, internal controls, petty cash systems; Depreciation: methods (straight-line, reducing balance) and accounting treatment; Provisions and reserves: meaning and accounting treatment; Basics of company accounting: equity and liability transactions, issue of share capital, simple corporate financial statements

Unit V Reporting, Analysis & Contemporary Trends

Regulatory reporting requirements and disclosure norms; Bank reconciliation statements: preparation and interpretation; Cash flow statement: concepts and basic analysis (operating, investing, financing); Introduction to ratio analysis: liquidity, profitability, solvency ratios; Basics of computerized accounting and introduction to Accounting Information Systems (AIS)

Suggested References books:

- Narayanaswamy, R. (2022). *Financial accounting: A managerial perspective*. PHI Learning Pvt. Ltd.
- Jain, S. P., & Narang, K. L. (2021) *Advanced accountancy*. Kalyani Publishers.
- Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, S. K. (2018). *Accounting for management* (4th ed.). New Delhi: Vikas Publishing House.
- Arora, R. K. (2018). *Financial accounting: Fundamentals, analysis and reporting* (2nd ed.). Wiley.
- Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, S. K. (2018). *Accounting for management* (4th ed.). New Delhi: Vikas Publishing House.
- Shah, P. (2014). *Basic financial accounting for management*. Oxford University Press.
- Grewal, T. S., & Gupta, S. C. (2003). *Introduction to Accountancy*. S. Chand Publishing.
- Porter, G. A., & Norton, C. L. (2001). *Financial accounting: The impact on decision makers*. South Western Publishing.
- Dr. S. Lakshmi Narasimham, (2025) *Financial Accounting*, Tata Publications – Hyderabad.

Course Structure of BBA Programme from 2025-26 AY Onwards

BBA II SEMESTER BUSINESS STATISTICS

CREDITS: 5

Marks: 80+20

Course Objectives:

1. To introduce the fundamentals, scope, and applications of statistics in managerial decision-making.
2. To develop the ability to summarize, present, and interpret business data effectively.
3. To compute and analyze measures of central tendency, dispersion, and correlation for business insights.
4. To apply regression analysis, time series methods, and index numbers to solve business problems.
5. To explain probability concepts and sampling techniques relevant to business research and data analysis.

Course Outcomes: Students will be able to

1. Explain the meaning, scope, and limitations of statistics in business contexts.
2. Organize, summarize, and present business data using frequency distributions, tables, and graphical methods.
3. Compute and interpret measures of central tendency and dispersion for decision-making.
4. Analyze relationships between variables using correlation and simple regression techniques.
5. Identify components of time series and apply simple trend estimation and index number methods.
6. Explain fundamental probability concepts and select appropriate sampling techniques for business studies.

Unit I Introduction & Data Presentation

Meaning, scope, and importance of statistics in business; Limitations of statistics; Data types: primary and secondary; Classification and tabulation of data; Construction of frequency distributions; Graphical presentation: bar charts, pie charts, histograms, frequency polygons, line diagrams

Unit II Measures of Central Tendency & Dispersion

Central Tendency: Mean (simple/weighted), Median, Mode, geometric mean, harmonic mean; Partition values: Quartiles (concept only); Dispersion: Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation; Skewness and Kurtosis (Concepts only); Business interpretation and application

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Unit III Correlation & Regression

Correlation: Meaning, types (positive/negative), scatter plots, Karl Pearson's coefficient, Spearman's rank correlation; Simple regression: Least squares method (line of best fit), slope/intercept interpretation (no multiple regression)

Unit IV Time Series & Index Numbers (Basic)

Time series: concept, components (trend, seasonal, cyclical, irregular); Simple trend estimation: moving average, semi-average method; Index numbers: meaning, types (price and quantity); Laspeyres and Paasche, Fishers methods (introductory level, interpretation focus)

Unit V Probability & Sampling (Conceptual)

Introduction & Definition; Types of Events; Addition and multiplication theorems; Joint Probability, Marginal Probability, Conditional Probability, Bayes' Theorem (Introductory- no problems):

Sampling (Concepts only)

Population vs Sample; Importance in business decision-making.

Sampling Techniques: Probability sampling (simple random, stratified, cluster) and non-probability sampling (convenience, quota, judgment)

Suggested Reference Books

- Singh, J. K. *Business mathematics*. (2025) Himalaya Publishing House.
- Keller, G. (2022) *Statistics for management and economics*. Cengage Learning.
- Gupta, S. C., & Kapoor, V. K. (2020). *Fundamentals of mathematical statistics*. Sultan Chand & Sons.
- Gupta, S. C. (2019). *Fundamentals of statistics* (7th ed.). Himalaya Publishing House.
- Sharma, J. K. (n.d.). (2019) *Business statistics*. Pearson Education.
- Gupta, S. P. (2018). *Statistical methods*. Sultan Chand & Sons.
- Sharma, J. K. (2012). *Business statistics*. Pearson Education India.
- Arora, P. N., Arora, S., & Arora, A. (2009). *Managerial statistics* (1st ed.). S. Chand.
- Bhardwaj, R. S. (2009) *Business statistics*. Excel Books.
- Gupta, C. B. (2009). *An introduction to statistical methods*. Vikas Publishing House.
- Sharma, J. K. (2007). *Business statistics* (2nd ed.). Pearson Education.
- Dr. S. Lakshmi Narasimham, (2025) *Business Statistics* – Tata Publications, Hyderabad.

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BBA II SEMESTER ORGANIZATIONAL BEHAVIOUR

CREDITS: 5

Marks: 80+20

Course Objectives:

1. To define organizational behaviour, its scope, and apply key models — autocratic, custodial, supportive, collegial, and system-oriented.
2. To examine personality traits, attitudes, perception, cognitive biases, and attribution theories influencing workplace behaviour.
3. To analyze major motivation theories, leadership styles, and ethical leadership approaches.
4. To evaluate group dynamics, communication processes, and conflict management techniques.
5. To assess organizational culture, change management strategies, workforce diversity, and the impact of digital transformation on OB.

Course Outcomes: Students will be able to

1. Define the nature and scope of organizational behaviour and apply key behavioural models — autocratic, custodial, supportive, collegial, and system-oriented.
2. Assess personality traits, attitudes, perceptions, biases, and attribution theories affecting individual behaviour.
3. Apply motivation theories and leadership styles to enhance individual and group performance.
4. Analyze group dynamics, communication barriers, and conflict resolution techniques in organizational settings.
5. Evaluate organizational culture, change management practices, diversity, and the influence of digitalization and remote work on behaviour.

Unit I Foundations of Organizational Behaviour

Concept, Nature & Scope of OB; multidisciplinary foundations (psychology, sociology, anthropology) Models of OB: Autocratic, custodial, supportive, collegial, and system oriented.

Unit II Individual Behaviour

Personality and Attitudes – Meaning of personality – Traits Theory, MBTI, Big Five, Attitude: Meaning, Components; Johari Window; Perception and Attribution: Nature and importance of Perception – Perceptual Process, Biases, Bounded Rationality; Ethical Dilemmas; Attribution Theories.

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Unit III Motivation & Leadership

Motivation Theories: Maslow, Theory X/Y, ERG, Herzberg, McClelland, Vroom, goal-setting, self-efficacy; Leadership Styles, Transactional Leadership, Transformational Leadership, Servant leadership; Ethical & Responsible Leadership.

Unit IV Group & Interpersonal Dynamics

Group Behaviour & Teams: Formation stages, roles, norms, cohesiveness, team effectiveness, cross-cultural teams ; Communication & Interpersonal Skills: Channels, barriers; Conflict in Organizations: Functional vs dysfunctional conflict, conflict process

Unit V Organisational Culture, Change & Contemporary Trends

Culture: Definition, functions, cultural dimensions (Schein, Hofstede); Change Management: Forces/drivers of change, resistance strategies, Lewin's 3-step model; Contemporary Topics: Managing diversity/ inclusion, Role of OB in digital era, Remote Teams; Ethics & Well-Being

Suggested Reference Books

- Aswathappa, K.(2024) *Organizational behavior*. Himalaya Publishing House.
- Luthans, (2020)F. *Organizational behavior*. McGraw-Hill.
- Prasad, L. M.(2019) *Organizational theory and behavior*. Sultan Chand & Sons.
- Robbins, S. P., Judge, T. A., & Vohra, N. (2019). *Organizational behaviour by Pearson 18e*. Pearson Education India.
- Hitt, M. A. (2009). *Management*. Pearson Education India.
- Luthans, F. (2009). *Organizational behaviour* (10th ed.). McGraw-Hill.
- McShane, S. L., & Von Glinow, M. A. (2008). *Organizational behaviour* (3rd ed.). Tata McGraw-Hill.
- Nelson, D. L., & Quick, J. C. (2008). *Organizational behaviour* (3rd ed.). Thomson Learning.
- Rao, V. S. P., & Narayana, P. S. (2000) *Organization theory and behavior*. Konark Publishers.
- Dr. P.R. Prasanna Rekha & Dr. S. Lakshmi Narasimham, (2025) *Organizational Behaviour*, Tata Publications, Hyderabad