

Department of Business
Management
Tripura University

National Education Policy-2020
Course Structure & Syllabus
*Bachelor of Business
Administration (B.B.A.)*

(To be effective from the session 2022-2023)

Second Draft (1st Year Only)


21/5/2022

PROGRAMME OBJECTIVE

The aim of the course is to build knowledge and understanding business among the student. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about business operations and decision Making. The course aims at making a conceptual orientation and equip the students with the business skills as well as prepare them for management applications. This course provides an understanding of the tasks and functions of management and to acquaint the Participants with the developments in concept, Theories and practices in the overall field of management.

PROGRAMME OUTCOMES

At the end of this course, students should be able to:

- Ensure and understand professional augmentation taking place in the global as well as domestic business arena.
- To reduce the gap between industry and academia, with the right blend of theory and practice.
- To nurture their talent for becoming good leaders and assets for an organization.
- To gain an in-depth knowledge and analytical skills which will enable them to effectively and efficiently carry out various Trade and Marketing operations of an organization in the emerging globalized environment.
- Develop Critical attitude necessary for “life-long learning” through this course.



Proposed Structure BBA (1st Year)

Year														
	Semester		Major1	Credits		Major2	Credits		Minor1	Credits	CC/VC	Credits	Total Credits	Award
1	Semester-1	P1	Principles of Management	4	P1'	Financial & Cost Accounting-1	4	P1''	Computer & IT Applications -I	4	CC1 Personality Development and Grooming	4	24	Certificate
		P2	Business Organizations	4	P2'	Business Communication	4							
	Semester-2	P3	Organizational Behaviour	4	P3'	Financial & Management Accounting	4	P2''	Quantitative Techniques -I	4	VC1 Resume Writing and Corporate Communication	4	24	
		P4	Managerial Economics	4	P4'	Business Environment	4							

Certificate

BBA

Year 1 (Semester 1+2)

Semester		Major1@4		Major2@4		Minor1@4	CC/VC@4 Credits
Semester-1	P1	Principles of Management	P1'	Financial & Cost Accounting-I	P1''	Computer & IT Applications-I	CC1 Personality Development and Grooming
	P2	Business Organizations	P2'	Business Communication			
Semester-2	P3	Organizational Behaviour	P3'	Financial & Management Accounting	P2''	Quantitative Techniques-I	VC1 Resume Writing and Corporate Communication
	P4	Managerial Economics	P4'	Business Environment			



SEMESTER I

P1: PRINCIPLES OF MANAGEMENT

Total Session:40

Course Outcome: The objective of this course is to provide an understanding of the task and functions of management and to acquaint the participants with the developments in concepts, theories and practices in the overall field of management.

UNIT I

Nature and significance of Management, Approaches of management, Contributions of Taylor, Fayol and Barnard, Functions of a Manager, Social responsibility of Managers, Values in management.

UNIT II

The Nature and Significance of Planning, Objectives, Steps of Planning, Decision making as key steps in planning. The Process and Techniques of Decision Making. Organisation: Nature and significance, Approaches, Departmentation, Line and staff relationships, Delegation and Decentralisation, Committee system, various organisation theories, steps in organising, factors affecting organisation structures.

UNIT III

Staffing, nature and Significance, Selection, Appraisal and Development of Managers.

Directing: Issues in managing human factors, Motivation, nature and Significance, Theories and Techniques.

UNIT IV

Communication Definition and Significance, Process, Barriers of Communication, Building effective communication system.

Controlling: Definition and Elements Control Techniques, Coordination, Determinants of an Effective Control system, Managerial Effectiveness.

References:

1. Koontz H., Wehrich H. (2009); Principles of Management; Tata McGraw Hill; 8th Edition.
2. Williams C (2009) Principles of Management; South-Western/CengageLearning;5th Edition.
3. Prasad L.M, Principles and Practice of Management, Sultan Chand & Sons, 20th Edition.
4. Jaiswal B. & Maheshwari R.K. (2010), Essentials of Management: NRBC.
5. Wehrich Heinz and Koontz Harold (2013); Management: A Global, Innovative, and Entrepreneurial Perspective; McGraw Hill; 14th Edition.
6. Andrew Leigh (2012); The Essentials of Management: Everything you need to succeed as an manager; Pearson UK; 2nd Edition.

P2: BUSINESS ORGANIZATIONS

Total Session: 40

Course outcomes: The objective of this course is to develop an understanding on several important aspects of an organization, not just from an economic point of view but also considering organizations as part of society. It also includes analysis of the source of wealth creation, with a brief description of the environment and the key internal factors of an organization. The course introduces the students with the most important concepts of the dynamic framework of an organization.

UNIT I

Meaning and definition of business essentials & scope of business, Classification of Business Activities; Meaning, Definition, Characteristics and objectives of Business Organization, Evolution of Business Organization. Modern Business, Business & Profession

UNIT II

Business Unit, Establishing a new business unit. Meaning of Promotion. Features for business, Plant location, Plant Layout & size of business unit

UNIT III

Organization process – Importance, principles, Various aspects of organization, organization structure, Departmentation, Line and Staff Relationships, Span of control, Delegation of authority, Decentralization

UNIT IV

Business Combination Meaning Causes, Objectives, Types and Forms Mergers, Takeovers and Acquisitions.

Business Finance: Financial need of Business methods & sources of finance. Security Market, Money Market, Study of Stock Exchange & SEBI.

References:

1. R K Singla and, S S Narta (2014); Business Organization and Management
2. Stoner, Freeman and Gilbert Jr (2003); Management, Prentice Hall of India, New Delhi,
3. Gupta, C.B. (2003); Management Concepts and Practices, Sultan Chand and Sons, New Delhi,
4. Robbins, S. (2017). Management, Pearson Education, New Delhi; (13thed.).



Course outcomes:

The aim of the course is to build knowledge and understanding of Financial and Management accounting among the students. The basic objective of this course is to enable the students to learn, explain and integrate the fundamental concepts, principles and techniques of accounting. Along with successfully applying the techniques and methods practically in order to analyze business performance, planning, decisions making and controlling the outcomes

UNIT 1

Introduction to Accounting - Basic Concepts, Purpose, Importance, Scope and Limitations of Accounting, Users of Accounting information, Generally Accepted Accounting Principles (GAAP) and Accounting Standards (AS) Overview, Introduction to International Financial Reporting Standards (IFRS) – need and significance. Ethical Issues in Accounting

UNIT II

Recording and Classification of Transactions, Preparation of Trial Balance, Concept of capital and revenue expenditure, preparing final accounts for business, Adjustment Entries: Inventory, Depreciation, Provision for Bad Debts, Accrued, prepaid, outstanding.

UNIT III

Introduction to Cost accounting: Meaning, Objectives and differences with financial accounting, Classification of cost, Preparation of cost sheet, Difference between Marginal and absorption costing, Concept of Cost Volume Profit analysis

UNIT IV

Methods of costing: Job costing, Process Costing, Activity based costing (Basic Concepts).

References

1. Khan, M.Y., & Jain, P. K. (2006). Management Accounting, McGraw-Hill Education, 4th Edition.
2. Jaiswal B & Venkatraman B. (2018) Financial Market Operations, Sahitya Bhawan.
3. Larson, Kermit D., & Miller, Paul B.W. (1994) Financial Accounting, McGraw-Hill Education
4. Narayanaswamy, R. (2014). Financial Accounting: A Managerial Perspective, Prentice Hall India, 6th Edition.
5. Maheshwari, S. N., Maheshwari, S. K. & Maheshwari, S. K. (2018), Financial Accounting, Vikas Publishing, 6th Edition
6. Arora M.N. (2012) A textbook of Cost and Management Accounting , Vikas Publication, 10th edition

Course Outcome: This course aims to develop communication skills among students to equip them with a broad based knowledge in business communication.

UNIT I

Introduction to business communication, characteristics of effective organizational communication, basic forms of communication, process of communication, Barriers to Communication, Principles of effective business communication.

UNIT II

Oral communication: Purpose, Advantages & Disadvantage, Principles of Oral Communication, Effective Listening, Non-verbal Communication. Written communication: Purpose, Advantages & Disadvantage, Principles of Written Communication, Effective writing techniques. Employment Communication: Application letter and Resume writing,

UNIT III

Conduct of meeting – agenda, notice, notes, minutes, office memorandum, office orders, press release, Business Letter Writing– Need, Functions and kinds, layout and types. Report Writing – problems, organization and techniques (Practical's/Projects)

UNIT IV

Corporate Communication: Scope, Components, Corporate communication and Public relations, Role of Social Media in Communication. Role of Technology in Communication (ICT's), Business Etiquettes.

References:

1. Pal R. (2012) Business Communication, Sultan Chand & Sons Publication.
2. Bisen V. & Priya (2019), Business Communication, New Age International.
3. M.K. Sehgal & V. Khetrapal - Business Communication (Excel Books).
4. Chaturvedi P. D. (2006) Business Communication, Pearson Education.
5. Lesikar R V & Pettit Jr. JD (2018), Basic Business Communication: Theory & Application, Tata McGraw Hill.
6. Tayler Shinley (2016), Communication for Business, Pearson Education.



P1”: Computer & IT Applications -I

Total Sessions: 40

Course outcomes: The course aims to familiarize the students with computers & its applications in the field of business.

UNIT I

Basics of computers and the i-revolution- Characteristics of Computer, Application of Computer in business, Various fields of Computer, Classification of Computer, Generation of Computer, Types of Software, Compiler & Interpreter, Generation of Language, Data representation- Different Number Systems, Inter-Conversion between Number Systems, Binary Arithmetic.

UNIT II

Standard and non-standard Input devices: Keyboard, Point & draw devices, Data Scanning Devices, Digitizer, etc., and output devices: Output Devices: Monitors, Printers, Plotters, Voice Response System, etc. Main Memory / Primary Memory: RAM, ROM, PROM, EPROM: Cache Memory, Secondary Memory/Storage, Concept of Magnetic Tape, Magnetic Disk, Optical Disk, MO Disk, etc. Business Data Processing: File Management System, Database Management System

UNIT III

Operating System Concept: Introduction Operating System, Functions of Operating System, Types of Operating System. Introduction to GUI-Windows Operating System. Concept of Data Communication & Networking: Network Concepts, Types of Network, Different Topologies Communication Media, Introduction to Internet

UNIT IV

Text Processing: Introduction to Text Processing software, Creating, Saving, Printing and modification in document, Spreadsheet Software: Introduction to spreadsheet, creation and their application, formulas, function, Addressing, Graphics on spreadsheet, modes of data processing, & Report generation, Presentation Software: Creating a presentation. Introduction to MS-Access

References:

1. Sinha P.K., Sinha P. (2018), Computer Fundamentals, BPB Publication.
2. Rajaraman V. (2012), Computer Fundamentals, PHI.
3. Norton P.(2008), Introduction to Computers, 9th reprint Edition, Tata Mcgraw Hill.



CC1: PERSONALITY DEVELOPMENT AND GROOMING

Total Session:40

Course outcomes: The objective of this course is to familiarize the students with the conceptual background, theories and techniques of Personality and teaches the basic techniques of how an organization manages and develops its people.

UNIT I

Introduction to Personality: Meaning, Significance, Functions and Objectives. Theories of Personality. Types of Personality. Personality Disorders- types, causes, symptoms and their treatment.

UNIT II

Communication Skills and Personality Development. Team Building. Leadership Skills. Body Language and interpersonal communication. Strategies to enhance communication.

UNIT III

Personality Development-Building self-esteem, self-confidence, Time Management and Efficient Planning. Stress Management – Meaning, types, coping measures. Self-Acceptance, Self-Growth. Conflict Management. Steps in grooming student personality.

UNIT IV

Business Etiquettes and table manners. Public Speaking. Interviews and Group Discussions. Telephone Conversations. Business Meetings. Morality and Ethics.

References:

1. Sharma P.& Agarwal J. (2020), Dynamics of Behaviour, Books River Publication.
2. Sharma, P. (2019). *Soft Skills: Personality Development for Life Success*. BPB publications.
3. Vaughn, G.R., & Roth, C.B. (1947). *Effective personality building*. McGraw-Hill Book Company.

SEMESTER II

P3: ORGANIZATIONAL BEHAVIOR

Total Session: 40

Course Outcome: To provide knowledge about Organizational Behaviour, individual and group behavior and give an overview about change in organization and QWL.

UNIT I

Introduction: Nature and scope of OB, Challenges and opportunities for OB, Organization Goals, Models of OB, Impact of Global and Cultural diversity on OB.

UNIT II

Individual Behavior: Concept, Personality, Perception and its role in individual decision making, Learning: Concept and Theories of Learning: Classical Conditioning, Operant Conditioning, Social Learning, Attitude: Definition, Importance, Types of attitude, Motivation: Hierarchy of needs theory, Theory X and Y, Motivation- Hygiene theory, Vroom's expectancy theory.

UNIT III

Behavior Dynamics: Interpersonal behavior, Communication, Transaction Analysis, Leadership: Its Theories and prevailing leadership styles in Indian Organizations.

Group Behavior: Definition and classification of Groups, Types of Group Structures, Group decision making, Teams Vs Groups, Contemporary issues in managing teams, Inter-group problems in organizational group dynamics, Management of conflict.

UNIT IV

Management of Change: Change and Organizational development, Resistance to change, Approaches to managing organizational change, Organizational effectiveness, Organizational culture, Power and Politics, Stress Management: Definition, potential, sources of stress, consequences of stress, managing stress.

References:

1. Robbins, Judge, and Vohra (2013); Organizational Behavior; Prentice Hall Inc.; 15th Edition.
2. Fred, Luthans (2005); Organisational Behavior; UK: McGrawHill; 10th Edition.
3. G, Moorhead & Griffith. (2007). Organizational Behavior. Houghton Muffin Co.
4. Newstrom J (2007); O B: Human Behaviour at Work. McGraw Hill Inc.; 12th Edition.
5. Pareek Udai (2016); Understanding Organizational Behaviour; Oxford University Press; 4th Edition.
6. Rao, V. S.P.(2009); Organization Behaviour; Excel Book.



P4: MANAGERIAL ECONOMICS

Total Session: 40

Course Objective: To impart basic knowledge of the concepts and tools of Economic Analysis as relevant for Business Decision-Making.

UNIT I

Nature and Scope of Managerial Economics: Basic Tools - Opportunity Cost principle, Incremental principle, Equi-Marginal Principle. Principle of Time perspective, Discounting Principle. Uses of Managerial Economics.

Demand Analysis: Demand Theory, The concepts of Demand, Determinants of Demand. Demand Function and Elasticity of Demand and its uses in Business decisions.

UNIT II

Production Analysis: Concept of Production, Factors, Laws of Production, Economies of Scale, Economies of Scope, Production functions.

Cost Analysis: Cost Concept, Types of Costs, Cost function and cost curves, Costs in short and long run, LAC and Learning Curve.

UNIT III

Market Analysis: Perfect competition, Price-output determination in perfect competition market, Monopoly, Price discrimination under monopoly, Monopolistic competition, Duopoly and Oligopoly markets, Different pricing policies.

UNIT IV

Introduction to Macroeconomics, National Income Aggregates, Concept of Inflation- Inter-Sectoral Linkages: Macro Aggregates and Policy Interrelationships – Tools of fiscal and Monetary Policies,

Profit Analysis: Nature and Management of Profit, Profit Theories, Function of Profits, Profit policies.

Recommended book(s)

1. Christopher Thomas and S. Charles Maurice (2019), Managerial Economics, McGraw-Hill Education
2. Thomas & Maurice (2015), Managerial Economics, Tata McGraw Hill
3. Koutsoyiannis. A. (2013) Modern Micro Economics. McMillan



P3': Financial & Management Accounting

Total Session: 40

Course Objective The aim of the course is to extend and enhance the knowledge and understanding of Financial and Management accounting among the student. The basic objective of this course is to enable the students to learn and explain advanced concepts, principles and techniques of accounting. The practical application of the knowledge will help them in developing the skill of using these advanced methods in effective decision making.

UNIT I

Accounting for Assets: Valuation of inventories (LIFO, FIFO, EOQ), Depreciation - meaning and Methods of Depreciation: SLM & WDV, Introduction to corporate accounting- Preparation of financial Statements of a company.

UNIT II

Analysis of Financial Statements- meaning types and techniques Trend analysis, ratio Analysis, Statement of Cash Flow–Indirect method.

UNIT III

Introduction to Management Accounting: Meaning, objectives, difference between cost and management accounting,

Marginal costing: decision making, special order and addition, optimal use of limited resources, make or buy decisions.

UNIT IV

Budgets and Budgetary Control: Preparing flexible budgets, Use of Standard Costing and Variance Analysis in Management decisions, Introduction to Responsibility accounting: meaning and types of responsibility centers.

References

1. Khan, M.Y., & Jain, P.K. (2006). Management Accounting, McGraw-Hill Education, 4th Edition.
2. Ananthanayanan, P. S. (2014). Management Accounting, Oxford Publication.
3. Jaiswal B.& Venkatraman B. (2016), Financial Market Institutions & Financial Services, Sahitya Bhawan Publications
4. Maheshwari, S.N., Maheshwari, S.K. & Maheshwari, S.K. (2018), Financial Accounting, Vikas Publishing, 6th Edition
5. Arora M.N. (2012) A textbook of Cost and Management Accounting, Vikas Publication, 10th edition



P4': Business Environment

Total Session: 40

Course outcomes: The objective of this paper is to give the basic knowledge about the business environment in industry.

UNIT I

Meaning, Definition and Significance of Business Environment; Environmental Matrix; Factor affecting Business Environment: Micro and Macro environment and Economic System; Impact of Technological factors, society, culture, and natural environment on business (PESTEL), Technological policy of the government, Environment scanning techniques: SWOT, ETOP with practical examples, Porter's Five Force Model.

UNIT II

Economic Systems: Capitalism, Socialism, Mixed Economy- Public Sector and Private Sector. Features of Indian Economy: Primary, Secondary and Tertiary Sectors. Relationship between Government and Business; Public, Private and Cooperative sectors: meaning, role and importance.

UNIT III

Income, Savings and Investment, Industrial Policy-Overview and Role; New industrial policy of India, Socio-economic implications of Liberalization, Trade Policy Privatization, Disinvestment, and Globalization. Trade Cycle. Problems of Growth: Unemployment, Poverty, Regional Imbalances, Social Inequality, Inflation Analysis, Industrial Sickness.

UNIT IV

Role of Government in Regulation and Development of Business; Money, Finance, Price, Monetary and Fiscal Policy; Industrial Licensing, NITI Aayog, Overview of International Business Environment with local relevance (BRICS, SAARC, BIMSTEC, Silk Route Economic Belt etc.), Trends in World Trade, EXIM Policy; WTO-Objectives and role in international trade.

References:

1. Cherunilam, Francis (2019), Business Environment Text & Cases, Himalaya Publishing House, 27th Revised Edition.
2. Agarwal, A. N. and Agarwal M. K. (2019), Indian Economy Developmental Problems & Policies, New Age International (P) Ltd, 43rd Edition.
3. Saleem, Shaikh (2020), Business Environment, Pearson Education, 4th Edition.
4. Jaiswal B. & R. Banerjee, (2019), Introduction to International Business, Himalaya Publishing House, 1st Edition.
5. Aswathapa, K. (2014), Essentials of Business Environment: Text, Cases and Exercise, Himalaya Publishing House Pvt. Ltd, 12th Revised Edition.
6. Adhikary, M. (2012), Economic Environment of Business, Sultan Chand & Sons.

P2" Quantitative Techniques-I

Total sessions: 40

Course outcome: The Course aims at providing students insight about the mathematical terms and their appropriate usage in business problems.

UNIT I

Series and Permutation Combination: Arithmetic Progression- Sum of a series in A. P. Arithmetic Mean, Geometric Progression, Sum of a series in G.P, Geometrical Mean, Sum of an infinite geometric series. Permutation and combination, Fundamental rules of counting, Simple problems.

UNIT II

Matrix Algebra: Definition, Matrix Operations- Addition, Subtraction, and Multiplication of matrices, Types of matrices- Square, Diagonal, null, Transpose of a matrix, Determinant of a Square matrix. Singular and non-singular matrix, Cofactor matrix, adjoint of a matrix, Inverse of a matrix. Solution of simultaneous equations by using matrices.

UNIT III

Statistics: Types of Data, Classification & Tabulation of Data, Frequency Distribution, Census and Sample Investigation, Diagrammatic and Graphical Presentation of Data. Measures of central Tendency (Mean, Median & Mode), Measures of Dispersion (Range, Mean Deviation & Standard Deviation).

UNIT IV

Correlation: Significance of Correlation, Types of Correlation, Scatter Diagram Method, Karl Pearson Coefficient of correlation, Spearman's coefficient of Rank correlation. Regression: Introduction, Regression Lines and Regression Equations & Regression Coefficients.

References:

1. Sancheti & Kapoor, (2008) Business Mathematics, Sultan Chand & Sons, Reprint Edi.
2. Raghavachari M. (1980) Mathematics for Management: An Introduction, Tata McGraw - Hill Education.
3. Levin & Rubins, (2017) Statistics for Business, Prentice Hall of India, 8th Edition, N. Delhi.
4. Bhardwaj, R.S. (2009) Business Statistics, Excel Books, 2nd edition.
5. Gupta, S. C. & Kapoor V K, (2002) Fundamentals of Mathematical Statistics, Sultan Chand & Sons Reprint Edition.

VC1: RESUME WRITING AND CORPORATE COMMUNICATION

Total Session: 40

Course outcomes: The course is designed to empower students to carry out day to day communication at workplace by adequate understanding of various types of communication and use of technology to facilitate efficient interpersonal communication. The course will also equip with effective writing skills necessary for resume building and other forms of written corporate communication.

UNIT I

Role of communication – defining and classifying communication – purpose of communication – process of communication – characteristics of successful communication – importance of communication in management – communication structure in organization – communication in crisis-7 C's of Communication-Barriers to effective communication- Forms of Communication: one-to-one-informal and formal

UNIT II

Non Verbal Communication: Relevance and effective usage, Para language, Chronemics, Haptics Proxemics, Body language, Object language

Listening Skills: The process, importance and types of

listening Effective Listening: Principles and Barriers

Enhancing Listening Skills: Paraphrasing, Summarizing, Guidelines to increase listening, Activities to enhance listening

UNIT III

Resume Writing, Cover Letters, Interview Follow Up Letters

Introduction to business letters–writing routine and persuasive letters–positive and negative messages-writing memos–what is a report purpose, kinds and objectives of reports-writing reports

Group discussions–interview skills, Impact of Technological Advancement on BusinessCommunicationnetworks–Intranet–Internet–emails–SMS–teleconferencing–video conferencing

UNIT IV

Presentations skills: What is a presentation–elements of presentation–designing a presentation. Advanced visual support for business presentation-types of visual aid

Negotiations skills: What is negotiations–nature and need for negotiation–factors affecting negotiation–stages of negotiation process– negotiation strategies

References:

1. Fred Luthans (1998), Organizational Behaviour, Boston, McGraw-Hill.
2. Rajendra P.& Korlahalli J.S. (2001), Essentials of Business Communication Sultan Chand and Sons.

3. Herta A. Murphy & Charles E. Peck (2000) Effective Business Communication, TataMcGraw Hill Publishing Company Limited.
4. Pettett & Lesikar (2011), Essentials of Business Communication, Tata McGraw Hill Publishing Company Limited



Proposed Structure BBA

Year	Semester	Part Code	Major	Credits		Minor	Credits		Interdisciplinary courses	Credits	Ability enhancement courses (AEC/VAC)	Credits	Total Credits	Award
1	Semester-1	P1 (200)	Principles of Management	4	P1' (202)	Financial & Management Accounting - I	4	P1" (204)	Computer & IT Applications - I	4	Personality development and grooming (AEC1) (220)	4	24	Certificate
		P2 (201)	Business Organisations	4	P2' (203)	Business Communication (SEC)	4							
	Semester-2	P3 (205)	Organizational Behaviour	4	P3' (207)	Financial & Management Accounting - II	4	P2" (209)	Quantitative Techniques - I	4	Ancient Indian Philosophical thoughts (VAC1) (221)	4	24	
		P4 (206)	Managerial Economics	4	P4' (208)	Business Environment	4							
2	Semester-3	P5 (210)	Financial Management	4	P5' (212)	Marketing Management (SEC)	4	P3" (214)	Computer & IT Applications - II	4	Resume Writing and Corporate Communication (AEC2) (222)	4	24	Diploma
		P6 (211)	Operations Management	4	P6' (213)	Human Resource Management	4							
	Semester-4	P7 (215)	Taxation & Laws	4	P7' (217)	Customer Relationship Management	4	P4" (219)	Quantitative Techniques - II	4	Yoga (VAC2) (223)	4	24	
		P8 (216)	Logistic & Supply Chain Management	4	P8' (218)	Industrial Relations Management	4							
		P9 (300)	Entrepreneurship and Family Business - I	4	P9' (304)	Business Ethics	4							