



School of Management Studies & Liberal Arts

## **BBA GENERAL**

### **CREDIT SCHEMES + TEACHING SCHEMES + SYLLABUS**

***W.E.F: AY 2025 - 26***



**CREDIT DISTRIBUTION FOR BBA PROGRAM (NEW TEACHING SCHEME)**

Semester	Core Courses	Ability Enhancement Courses	Multi-Disciplinary Elective course	Value added Courses	Skill Enhancement courses	Discipline Specific Elective	Total
I	12	2	2	6			22
II	12	2	2	1	4		21
III	12	2	2	2	6		24
IV	14	2		4	2		22
V	8	2			6	8	24
VI	6	2			6	8	22
<b>TOTAL</b>	<b>64</b>	<b>12</b>	<b>6</b>	<b>13</b>	<b>24</b>	<b>16</b>	<b>135</b>

**New Teaching Scheme (BBA):**

- **Total Credits:** 135
- Core courses: 64 credits.
- Ability Enhancement Courses: 12credits.
- Multi-Disciplinary Elective Courses: 6credits.
- Value Added Courses: 13 credits.
- Skill Enhancement Courses: 24 credits.
- Discipline Specific Elective: 16 credits



School of Management Studies & Liberal Arts

GSFC UNIVERSITY, VADODARA

Teaching and Examination Scheme

**School of Management Studies & Liberal Arts**

**Academic Session: Even 2025-26**

**Program: BBA General**

**Semester: I**

Sr. N.	Course Code	Course Name	Course Type	Teaching Scheme (Hours/Week)			Total Credit		Theory			Practical		Total Marks
				L	T	P	T	P	MSE	CEC	ESE	LW	LE/VIV A	
01	02	03	04	05	06	07	08	09	10	11	12	13	14	15
1	BBA101	Principles and Practices of Management	CC	3	1	0	4	-	20	40	40	-	-	100
2	BBA102	Financial accounting	CC	3	1	0	4	-	20	40	40	-	-	100
3	BBA103	Business Statistics and Logic	CC	3	1	0	4	-	20	40	40	-	-	100
4	MDE101	Indian Knowledge System	MDE	2	0	0	2	-	20	40	40	-	-	100
5	VACC102	Environmental Science and Sustainability	VAC	2	0	0	2	-	20	40	40	-	-	100
6	AECC101	Fundamentals of English	AEC	1	0	1	2	-	20	40	40	-	-	100
7	VACC101	Foundation Course	VAC	0	0	4	4	-	-	-	-	-	-	100
<b>Total</b>							<b>22</b>							

\*L-Lecture, T-Tutorial, P-Practical, MSE-Mid Semester Examination, CEC- Continuous Evaluation Component, ESE- End Semester Examination, LW-Lab Work, LE-Lab Exam

**Program Coordinator**

**HoD**

**Dean**



School of Management Studies & Liberal Arts

GSEC UNIVERSITY, VADODARA

Teaching and Examination Scheme

School of Management Studies & Liberal Arts

Academic Session: Even2025-26

Program: **BBA General**

Semester: **II**

Sr. N.	Course Code	Course Name	Course Type	Teaching Scheme (Hours/Week)			Total Credit		Theory			Practical		Total Marks
				L	T	P	T	P	MSE	CEC	ESE	LW	LE/VIVA	
01	02	03	04	05	06	07	08	09	10	11	12	13	14	15
1	BBA201	Human Behaviour and Organization	CC	3	1	0	4	-	20	40	40	-	-	100
2	BBA202	Marketing Management	CC	3	1	0	4	-	20	40	40	-	-	100
3	BBA203	Business Economics	CC	3	1	0	4	-	20	40	40	-	-	100
4	SEC201	Emerging Technologies and application	SEC	2	0	0	2	-	20	40	40	-	-	100
5	MDE201	Media Literacy and Critical Thinking	MDE	1	1	0	2	-	20	40	40	-	-	100
6	AECC201	Communication Skills in English	AECC	2	0	0	2	-	20	40	40	-	-	100
7	VACC201	Tinkering Lab	VAC	0	0	2	1	-	-	50	50	-	-	100
8	BBAI2	INTERNSHIP	SEC	0	0	4	2	-	-	-	-	-	-	100
<b>Total</b>							<b>21</b>							

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School of Management Studies & Liberal Arts

GSFC UNIVERSITY, VADODARA

Teaching and Examination Scheme

School of Management Studies & Liberal Arts

Academic Session: Even2025-26

Program: BBA General

Semester: III

Sr. N.	Course Code	Course Name	Course Type	Teaching Scheme (Hours/Week)			Total Credit		Theory			Practical		Total Marks
				L	T	P	T	P	MSE	CEC	ESE	LW	LE/VIV A	
01	02	03	04	05	06	07	08	09	10	11	12	13	14	15
1	BBA301	Cost and Management Accounting	CC	3	1	0	4	-	20	40	40	-	-	100
2	BBA302	Legal and Ethical issues in business	CC	3	1	0	4	-	20	40	40	-	-	100
3	BBA303	Human Resource Management	CC	3	1	0	4	-	20	40	40	-	-	100
4	SEC301	Management Information System(MIS)	SEC	2	0	4	4	-	20	40	40	-	-	100
5	MDE301	Indian Systems of Health and Wellness	MDE	1	1	0	2	-	20	40	40	-	-	100
6	VACC301	Yoga/Sports/NCC/NSS/Disaster Management	VAC	0	0	4	2	-	20	40	40	-	-	100
7	AECC301	Entrepreneurship Development	AECC	2	0	0	2	-	20	40	40	-	-	100
8	BBAI3	Internship	SEC	0	0	4	2		-	-	-	-	-	100
<b>Total</b>							<b>24</b>							

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School of Management Studies & Liberal Arts

GSEFC UNIVERSITY, VADODARA

Teaching and Examination Scheme

School of Management Studies & Liberal Arts

Academic Session: Even2025-26

Program: **BBA General**

Semester: **IV**

Sr. N.	Course Code	Course Name	Course Type	Teaching Scheme (Hours/Week)			Total Credit		Theory			Practical		Total Marks
				L	T	P	T	P	MSE	CEC	ESE	LW	LE/VIV A	
01	02	03	04	05	06	07	08	09	10	11	12	13	14	15
1	BBA401	Operations Management	Core	3	1	0	4		20	40	40			100
2	BBA402	Financial Management	Core	3	1	0	4		20	40	40			100
3	BBA403	Business Research methodology	Core	3	1	0	4		20	40	40			100
4	BBA404	International Business	Core	2	0	0	2		20	40	40			100
5	VACC401	Public Health and management	VACC	2	0	0	2		20	40	40			100
6	AECC401	Entrepreneurship and Startup Ecosystem	AECC	1	1	0	2		20	40	40			100
7	SEC401	Design Thinking and Innovation	SEC	1	1	0	2		20	40	40			100
8	BBAI4	REEP Project	VACC	0	0	4	2		20	40	40			100
<b>Total</b>							<b>22</b>							

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School of Management Studies & Liberal Arts

GSFC UNIVERSITY, VADODARA

Teaching and Examination Scheme

School of Management Studies & Liberal Arts

Academic Session: Even2025-26

Program: BBA General

Semester: V

Sr. N.	Course Code	Course Name	Course Type	Teaching Scheme (Hours/Week)			Total Credit		Theory			Practical		Total Marks
				L	T	P	T	P	MSE	CEC	ESE	LW	LE/VIVA	
01	02	03	04	05	06	07	08	09	10	11	12	13	14	15
1	BBA501	Strategic Management	CC	3	1	0	4	-	20	40	40	-	-	100
2	BBA502	Logistics and Supply Chain Management	CC	3	1	0	4	-	20	40	40	-	-	100
3	BBAMM501/B BAFM501/ BBAHR501	Retail Marketing/Investment Analysis and Portfolio Management/Change Management and Organizational Development/Data Visualization	DSE	3	1	0	4	-	20	40	40	-	-	100
4	BBAMM502/ BAFM502/ BBAHR502	Sales and Distribution Management/Business Portfolio Management Analysis/Talent Acquisition Management/Marketing Analytics	DSE	3	1	0	4	-	20	40	40	-	-	100
5	SEC501	capstone Project	SEC	-	-	-	4	-	20	40	40	-	-	100
6	BBAI5	Internship	SEC	0	0	4	2	-	20	40	40	-	-	100
7	AECC501	Indian Constitution	AECC	2	0	0	2	-	20	40	40	-	-	100
<b>Total</b>							<b>24</b>							

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School of Management Studies & Liberal Arts

GSEFC UNIVERSITY, VADODARA

Teaching and Examination Scheme

School of Management Studies & Liberal Arts

Academic Session: Even2025-26

Program: BBA General

Semester: VI

Sr. N.	Course Code	Course Name	Course Type	Teaching Scheme (Hours/Week)			Total Credit		Theory			Practical		Total Marks
				L	T	P	T	P	MSE	CEC	ESE	LW	LE/VIV A	
01	02	03	04	05	06	07	08	09	10	11	12	13	14	15
1	BBA601	Project Management	CC	3	1	0	4	-	20	40	40	-	-	100
2	BBA602	Business Taxation	CC	2	0	0	2	-	20	40	40	-	-	100
3	BBAMM601/B BAFM601/ BBAHR601	Marketing of Services/ Strategic Corporate Finance/ Performance & Compensation Management	DSE	3	1	0	4	-	20	40	40	-	-	100
4	BBAMM602/ BAFM602/ BBAHR602	Digital Marketing/Financial Analytics/ Industrial relation & Labour laws	DSE	3	1	0	4	-	20	40	40	-	-	100
5	SEC601	Corporate Governance	SEC	2	0	0	2	-	20	40	40	-	-	100
6	SEC602	Major Project	SEC	-	-	-	4	-	20	40	40	-	-	100
7	AECC601	Disaster Risk Management	AECC	0	0	2	2	-	20	40	40	-	-	100
<b>Total</b>							<b>22</b>							

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School of Management Studies & Liberal Arts

<b>COURSE CODE BBA101</b>	<b>COURSE NAME Principles and Practices of Management</b>	<b>SEMESTER I</b>
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Tutorial	Practical	Total Hours	Lecture	Tutorial	Practical	Total Credit
3	2	0	5	3	1	0	4

<b>Course Prerequisites</b>	Students enrolling in this course should have a basic understanding of business concepts and organizational structures. Familiarity with introductory management principles, basic economics, and an interest in understanding how organizations operate will be beneficial. Strong communication skills and a willingness to engage in class discussions and case studies will help students grasp the practical application of management theories.
<b>Course Category</b>	Compulsory
<b>Course focus</b>	This course focuses on the fundamental concepts, principles, and practices of management within organizations. It covers key areas such as planning, organizing, leading, and controlling, as well as decision-making, strategic management, and organizational behavior. The course emphasizes the application of these principles to real-world business challenges, with a focus on developing managerial skills and understanding the dynamic business environment. Through case studies, discussions, and practical exercises, students will gain a comprehensive understanding of effective management practices.
<b>Rationale</b>	<ol style="list-style-type: none"> <li>1. To understand the basic concepts, principles, and theories of management.</li> <li>2. To examine the essential functions of managers.</li> <li>3. To analyze the impact of globalization, diversity, and ethics on management.</li> <li>4. To develop skills in strategic planning, decision-making, and leadership.</li> </ol>
<b>Course Revision/ Approval Date:</b>	



<p><b>Course Objectives (As per Blooms' Taxonomy)</b></p>	<p>CO1 : Remembering the core concepts, theories, and functions of management, including planning, organizing, leading, and controlling.</p> <p>CO2: Understanding of how management principles are applied in real-world organizational settings to achieve business goals.</p> <p>CO3: Applying management theories to address organizational challenges, improve decision-making, and enhance operational efficiency.</p> <p>CO4: Analyzing business problems and managerial situations to identify root causes and recommend appropriate management strategies.</p> <p>CO5: Evaluating the effectiveness of various management practices, strategies, and organizational structures in achieving desired outcomes.</p> <p>CO6: Creating innovative management solutions and strategies that align with organizational objectives and drive sustainable success.</p>
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Course Content	Weightage	Cont act hour s
<p><b>Unit 1 Introduction to Management</b></p> <p>Definition, nature, and significance of management, principles of management, management and administration, levels of management, role of managers and managerial skills; Evolution of management thought: Classical, Behavioral, Quantitative, Systems, Contingency and Modern approaches; Management as a science and an art; Functions of management: Planning, organizing, leading, and controlling</p>	<b>25%</b>	<b>15</b>
<p><b>Unit 2 Planning, Organizing and Staffing</b></p> <p>Nature, Importance and Purpose of planning in management; Types of plans: Strategic, tactical, operational ; Planning process and techniques ;</p>	<b>25%</b>	<b>15</b>



<p>Decision-making- Importance and steps, decision making models and tools; Organizational structure and design; types of organizational structures: Functional, divisional, matrix; Authority, responsibility, and delegation, Centralization Vs Decentralization of authority and responsibility – Span of Control; Coordination and integration, MBO and MBE; Nature and Importance of staffing – Process of selection and recruitment</p>		
<p><b>Unit 3 Leading, Directing and Controlling</b></p> <p>Meaning and nature of directing, Leadership theories (trait, behavioral, contingency, participative, charismatic, transformational, level-5 leader), Motivation theories and practices (Maslow, Herzberg two factor, McGregor’s theory x &amp; theory y), Hawthorne effect, Communication (meaning and importance) in management, Team building and group dynamics; Controlling-meaning and steps in controlling, control process and systems, essentials of sound control system, methods of establishing control, types of control; Performance measurement and management.</p>	<b>25%</b>	<b>15</b>
<p><b>Unit 4 Strategic Management, Ethics and Social Responsibility</b></p> <p>Overview of strategic management, SWOT analysis and strategic formulation, Implementing and evaluating strategies. Ethical issues in management, Corporate social responsibility (CSR), Sustainable management practices.</p>	<b>25%</b>	<b>15</b>

Learning Resources	
1.	<p><b>Textbook:</b></p> <ol style="list-style-type: none"> <li>1. Rao, V. S. P. Management Principles and Applications. Taxmann Publications.</li> <li>2. Bright, D. et al. Principles of Management. OpenStax Textbooks, Houston</li> <li>3. Kapoor, Premvir, Principles of Management, Khanna Book Publishing.</li> <li>4. Jones, G. R., and George, J. M. Essentials of contemporary management. New York, NY: McGraw-Hill Education.</li> <li>5. Robbins, S. P. &amp; Coulter, M. A. Management. Pearson.</li> </ol>
2.	<p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>1. Indian Business Rising: The Contemporary Indian Way of Conducting Business-And How It</li> </ol>



	Can Help You Improve Your Business   Harvard Business Review Press   5813BC-PDF-ENG   <a href="https://hbsp.harvard.edu/product/5813BC-PDF-ENG">https://hbsp.harvard.edu/product/5813BC-PDF-ENG</a>
3.	<b>Journals &amp; Periodicals:</b>
4.	<b>Other Electronic Resources:</b> <a href="https://onlinecourses.nptel.ac.in/noc24_mg74/preview">https://onlinecourses.nptel.ac.in/noc24_mg74/preview</a>

<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>								
<b>Mid Semester Marks</b>	20 marks								
<b>End Semester Marks</b>	40 marks								
<b>Continuous Evaluation 40 marks</b>	<table border="1"> <tr> <td>Class Participation</td> <td>10 marks</td> </tr> <tr> <td>Quiz</td> <td>5 marks</td> </tr> <tr> <td>Skill Enhancement activities/ Case Study/ Research Paper</td> <td>15 marks</td> </tr> <tr> <td>Presentation</td> <td>10 marks</td> </tr> </table>	Class Participation	10 marks	Quiz	5 marks	Skill Enhancement activities/ Case Study/ Research Paper	15 marks	Presentation	10 marks
Class Participation	10 marks								
Quiz	5 marks								
Skill Enhancement activities/ Case Study/ Research Paper	15 marks								
Presentation	10 marks								
<b>Course Outcomes</b>	<ol style="list-style-type: none"> <li>1. Gain the ability to understand and apply the four fundamental functions of management—planning, organizing, leading, and controlling—within a business context.</li> <li>2. Develop critical thinking and problem-solving skills to effectively analyze and address management challenges in real-world organizational settings.</li> <li>3. Cultivate the ability to create innovative management strategies that align with organizational goals, improve performance, and foster a positive work culture.</li> </ol>								



<b>COURSE CODE</b> BBA102	<b>COURSE NAME</b> Financial Accounting	<b>SEMESTER</b> I
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Tutorial	Practical	Total Hours	Lecture	Tutorial	Practical	Total Credit
3	2	0	5	3	1	0	4

<b>Course Prerequisites</b>	Accounting is a critical part of business and financial management, students need basic classes in business, economics, finance, and management
<b>Course Category</b>	Core subject, students will be able to understand how financial data is generated and how it can be converted into useful information for stakeholders in a business.
<b>Course focus</b>	This course presents an introduction to financial statement analysis and its usage when assessing business performance. The first part of the course will focus on understanding the most important financial statements, namely, the balance sheet, the income statement, and the statement of cash flows
<b>Rationale</b>	<ol style="list-style-type: none"> <li>1. To provide an understanding of application of various principles and practice of Accounting.</li> <li>2. To demonstrate the knowledge on the process of accounting cycle and basic steps involved in Accounting.</li> <li>3. To apply the knowledge of systematic maintenance of books of accounts to real life business.</li> <li>4. To estimate Annual Financial statements of Sole proprietorship and Company form of business.</li> </ol>
<b>Course Revision/ Approval Date:</b>	



<b>Course Objectives (As per Blooms' Taxonomy)</b>	<p>CO1: To understand the fundamentals of accounting, including key concepts and processes.</p> <p>CO2: To apply transaction recording and trial balance techniques for accurate financial reporting.</p> <p>CO3: To prepare final accounts for sole proprietorships, including trading and profit and loss accounts.</p> <p>CO4: To analyze and prepare company final accounts and understand sustainable accounting practices.</p>
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Course Content	Weightage	Contact hours
<p><b>Unit 1 Introduction to Accounting, Accounting system and process</b></p> <p>Meaning, Need for accounting and accounting information system, Stakeholder using accounting information, Qualitative aspects of financial accounting, Accounting standards in India and International (outline), Branches of Accounting, Types of Business Organisations, Accounting taxonomy, Accounting concepts and conventions, Accounting concept of income and expenditure, Classification of capital and revenue- expenditure and income, accounting equation of assets equals capital and liabilities, accounting process, contingent assets and liabilities, Fictitious assets.</p>	<b>25%</b>	<b>15</b>
<p><b>Unit 2 Recording transactions and Trial balance</b></p> <p>Transactions -nature, Entry in Journal, Purchases, sales, Returns, Receivables, and payables, Inventory, Depreciation and amortizations, reserves, Intangible assets accounting, GST transactions, Entry in Ledger, Accounting accuracy through Trial balance, correction of errors.</p>	<b>25%</b>	<b>15</b>
<p><b>Unit 3 Final Accounts</b></p> <p>Preparation of Trading and Profit and Loss account, cash books, and Balance Sheet of sole trading concerns, importance of disclosures in final accounts</p>	<b>25%</b>	<b>15</b>



<p><b>Unit 4 Company Final Accounts</b></p> <p>Introduction to company – kinds, share capital, issue of shares, schedules to accounts, Financial statements as per Companies Act- 2013, Provisions as to Preparation of Financial Statements, Preparation of Income statement and Balance sheet (horizontal and Vertical). Green Accounting and Sustainable Reporting- Need and objectives, Sustainability reporting need and methods, data collection, analysis for sustainable reporting to improve value of business, IFRS Financial sustainability disclosure standards.</p>	<p><b>25%</b></p>	<p><b>15</b></p>
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Learning Resources	
<p>1.</p>	<p><b>Textbook:</b></p> <ol style="list-style-type: none"> <li>1. Jain S.P., &amp; Narang K L. . Basic Financial Accounting I, New Dehli, Kalyani publishers.</li> <li>2. Kimmel, Financial accounting, Wiley Publications</li> <li>3. Gupta, A.. Financial Accounting for Management: An Analytical Perspective, Noida, Pearson Education.</li> <li>4. S.N. Maheshwari, and. S. K. Maheshwari. Financial Accounting. Vikas Publishing House, New Delhi.</li> <li>5. Ashish k Battacharya, Essentials of financial accounting for Business Managers, Six, PHL learning.</li> <li>6. Accounting for sustainability: <a href="http://www.ifac.org">www.ifac.org</a></li> <li>7. Peter Bartelmus, E K Seifert, Green Accounting, London, Routledge Publications</li> <li>8. IFRS sustainability standards: <a href="http://www.ifrs.org">www.ifrs.org</a> Model curriculum for UG Degree in BBA 40</li> </ol> <p><b>Suggested Cases</b></p> <ol style="list-style-type: none"> <li>1. Smokey Valley Café</li> <li>2. Irrigation Equipment’s Limited</li> <li>3. Monarch Trading Company</li> </ol>
<p>2.</p>	<p><b>Reference Books:</b></p>
<p>3.</p>	<p><b>Journals &amp; Periodicals:</b></p>
<p>4.</p>	<p><b>Other Electronic Resources:</b></p> <p><a href="https://onlinecourses.nptel.ac.in/noc24_mg74/preview">https://onlinecourses.nptel.ac.in/noc24_mg74/preview</a></p>



School of Management Studies & Liberal Arts

<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>	
<b>Mid Semester Marks</b>	20 marks	
<b>End Semester Marks</b>	40 marks	
<b>Continuous Evaluation 40 marks</b>	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks
<b>Course Outcomes</b>	<p>CO1: Understand and explain accounting concepts, principles, and the accounting process.</p> <p>CO2: Apply transaction recording methods and prepare accurate trial balances.</p> <p>CO3: Prepare and interpret final accounts for sole proprietorships effectively.</p> <p>CO4: Analyze company financial statements and evaluate sustainable accounting practices</p>	





School of Management Studies & Liberal Arts

<b>COURSE CODE BBA103</b>	<b>COURSE NAME Business Statistics and Logic</b>	<b>SEMESTER I</b>
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Tutorial	Practical	Total Hours	Lecture	Tutorial	Practical	Total Credit
3	2	0	5	3	1	0	4

Course Prerequisites	Prerequisites for Business Statistics and Logic include basic knowledge of mathematics algebra, sets, and functions, foundational understanding of statistics mean, variance, and probability, and logical reasoning skills propositional logic and problem-solving
Course Category	Core subject, specifically focusing on statistical analysis, logical reasoning, and decision-making tools applicable in business and management contexts.
Course focus	The Business Statistics and Logic course focuses on equipping students with analytical and statistical tools to interpret data, solve business problems, and make informed decisions. It emphasizes practical applications of statistical methods, logical reasoning, and quantitative analysis in real-world business scenarios.
Rationale	<ol style="list-style-type: none"> <li>1. To establish importance of logical reasoning in human inquiry.</li> <li>2. To demonstrate data handling skills and summarize data with clarity.</li> <li>3. To extend an understanding of application of relevant concepts of Statistics to a given business scenario.</li> <li>4. To understand business problems and make decisions using appropriate statistical models and explain trends</li> <li>5. To demonstrate the knowledge on the process of organizing a data and conduct statistical treatment.</li> </ol>
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	<p>CO1: To understand central tendency, dispersion, skewness, and kurtosis in data analysis.</p> <p>CO2: To learn and apply correlation and regression techniques.</p> <p>CO3: To understand basic probability concepts and distributions.</p> <p>CO4: To develop logic and reasoning skills for problem-solving</p>



Course Content	Weightage	Contact hours
<p><b>Unit 1 Measures of Central Tendency, Dispersion, Measures of Skewness and Kurtosis</b></p> <p>Classification and tabulation of data, frequency distribution, diagrams and graphs, measure of central tendency- arithmetic mean, weighted arithmetic mean, median, mode, geometric mean and harmonic mean (theory only) and meaning of partition values- quartiles, deciles, percentiles, measures of dispersion - range, quartile deviation, mean deviation from mean and median, standard deviation and coefficient of variation. Skewness - meaning, difference between dispersion and skewness, Karl Pearson's and Bowley's measures of skewness, concept of kurtosis, types of kurtoses and importance.</p>	25%	15
<p><b>Unit 2 : Correlation and Regression</b></p> <p>Meaning, definition and use of correlation, covariance, scatter diagram, types of correlation, Karl Pearson's correlation coefficient, Spearman's Rank correlation coefficient, probable error. regression- meaning and utility of regression analysis, comparison between correlation and regression, regression lines <math>-x</math> on <math>y</math>, <math>y</math> on <math>x</math>, regression equations and regression coefficients. meaning,</p>	25%	15
<p><b>Unit 3 Probability and Probability distributions</b></p> <p>Introduction to probability, basic concepts of probability- classical definition, addition and multiplication rules, probability distributions – binomial, poisson and normal distributions, expected value.</p>	25%	15
<p><b>Unit 4 : Introduction to Logic</b></p> <p>Number series, coding decoding and odd man out series, direction sense test, seating arrangements – linear and circular, blood relations, arithmetic and geometric progressions, Inductive and deductive reasoning.</p>	25%	15



Learning Resources	
1.	<p><b>Textbook:</b></p> <ol style="list-style-type: none"> <li>1. Levin R. I.&amp; Rubin D. S. Statistics for Management. Delhi: Pearson.</li> <li>2. Pillai &amp; Bagavathi. Statistics, Theory and Practice, S Chand Publishing</li> <li>3. SP Gupta. Statistical Methods, Sultan Chand and Sons</li> <li>4. SC Gupta. Fundamentals of Statistics, Himalaya Publishing House</li> <li>5. Sharma, Gupta, The Practice of Business Statistics, Khanna Publishing House.</li> <li>6. Sharma J.K. Business Statistics, Vikas Publishing House Reference</li> </ol> <p><b>Research Paper:</b></p> <ul style="list-style-type: none"> <li>• Fildes, R., &amp; Goodwin, P. (2007). Against your better judgment? How organizations can improve their use of management judgment in forecasting. Interfaces, 37(6), 570-576.</li> <li>• Stanovich, K. E., &amp; West, R. F. (2000). Individual differences in reasoning: Implications for the rationality debate? Behavioral and Brain Sciences, 23(5), 645-665.</li> </ul>
2.	<b>Reference Books:</b>
3.	<b>Journals &amp; Periodicals:</b>
4.	<p><b>Other Electronic Resources:</b></p> <p><a href="https://onlinecourses.nptel.ac.in/noc24_mg74/preview">https://onlinecourses.nptel.ac.in/noc24_mg74/preview</a></p>

Evaluation Scheme	Total Marks: 100								
Mid Semester Marks	20 marks								
End Semester Marks	40 marks								
<b>Continuous Evaluation</b> <b>40 marks</b>	<table border="1"> <tr> <td>Class Participation</td> <td>10 marks</td> </tr> <tr> <td>Quiz</td> <td>5 marks</td> </tr> <tr> <td>Skill Enhancement activities/ Case Study/ Research Paper</td> <td>15 marks</td> </tr> <tr> <td>Presentation</td> <td>10 marks</td> </tr> </table>	Class Participation	10 marks	Quiz	5 marks	Skill Enhancement activities/ Case Study/ Research Paper	15 marks	Presentation	10 marks
	Class Participation	10 marks							
	Quiz	5 marks							
	Skill Enhancement activities/ Case Study/ Research Paper	15 marks							
	Presentation	10 marks							
<b>Course Outcomes</b>	CO1: Analyze and interpret central tendency, dispersion, skewness, and kurtosis.								



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	<p>CO2: Apply correlation and regression techniques to assess variable relationships.</p> <p>CO3: Calculate and evaluate probability concepts and distributions for problem-solving.</p> <p>CO4: Solve logical reasoning problems and enhance critical thinking skills</p>
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School of Management Studies & Liberal Arts

<b>COURSE CODE</b> MDE101	<b>COURSE NAME</b> Indian Knowledge Systems and Traditions	<b>SEMESTER</b> I
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Tutorial	Practical	Total Hours	Lecture	Tutorial	Practical	Total Credit
2	0	0	2	2	0	0	2

<b>Course Prerequisites</b>	
<b>Course Category</b>	
<b>Course focus</b>	
<b>Rationale</b>	<ul style="list-style-type: none"> <li>•To sensitize the students about context in which they are embeded i.e. Indian culture and civilisation including its Knowledge System and Tradition.</li> <li>•To help students to understand the knowledge, art and creative practices, skills and values in the ancient Indian system.</li> <li>• To help to study the enriched scientific Indian heritage.</li> <li>• To introduce the contribution from Ancient Indian system &amp; tradition to modern science &amp; Technology</li> </ul>
<b>Course Revision/ Approval Date:</b>	



<b>Course Objectives</b>  <b>(As per Blooms' Taxonomy)</b>	CO1 : Remembering CO2: Understanding CO3: Applying CO4: Analyzing CO5: Evaluating CO6: Creating
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Course Content	Weightage	Contact hours
<p><b>Unit 1 Introduction to IKS</b>            (Any eight of total sessions assigned for Literary activity)            Introductory lecture on the any eight topics below:</p> <ol style="list-style-type: none"> <li>1. Indian Knowledge System</li> <li>2. Indian Culture &amp; Civilization</li> <li>3. Ancient Indian Chemistry</li> <li>4. Ancient Indian Metallurgy</li> <li>5. Ancient Indian Mathematics</li> <li>6. Ancient Indian Astronomy</li> <li>7. Indian Astronomical Instruments</li> <li>8. Indian Knowledge System (Upveda: Ayurveda)</li> <li>9. Indian Knowledge System (Upveda: Gandharveda)</li> <li>10. Indian Knowledge System (Vedangas: Shiksha, Kalpa, Vyakrana)</li> <li>11. Indian Knowledge System (Vedangas: Jyotisha, Nirukta, Chandas)</li> <li>12. Indian Architecture I: Sthapatya-Veda</li> <li>13. Indian Architecture II: Temples</li> <li>14. Indian Architecture III: Town &amp; Planning</li> <li>15. Indian Philosophical System.</li> </ol>	<b>50%</b>	<b>15</b>



<p><b>Unit 2 : Introduction to Creative Practices</b></p> <p>(Twenty Lectures with at least Five different topics of total session under Creative activity) Introductory lecture on the topics below:</p> <ol style="list-style-type: none"><li>1. Dhatuvada: art of metallurgy</li><li>2. Akara jnana: art of mineralogy</li><li>3. Vastuvidya: art of engineering</li><li>4. Yantramatrika: art of mechanics</li><li>5. Takshana: art of carpentry</li><li>6. Chalitakayoga: art of practicing as a builder of shrines</li><li>7. Raupyaratnapariksha: art of testing silver and jewels</li><li>8. Maniraga jnana: art of tinging jewels Model curriculum for UG Degree in BBA 275</li><li>9. Sucivayakarma: art of needleworks and weaving</li><li>10. Vadya vidya: art of playing on musical instruments</li><li>11. Geet vidya : art of singing</li><li>12. Nritya vidya: art of dancing</li><li>13. Natya vidya: art of theatricals</li><li>14. Alekhya vidya: art of painting</li><li>15. Viseshakacchedya vidya: art of painting the face and body with color</li><li>16. Udakavadya: art of playing on music in water</li><li>17. Manasi kavyakriya: art of composing verse</li><li>18. Bhushanayojana: art of applying or setting ornaments</li><li>19. Citrasakapupabhakshyavikarakriya: art of preparing varieties of delicious food</li><li>20. Dasanavasanangaraga: art of applying preparations for cleansing the teeth, cloths and painting the body</li><li>21. Utsadana: art of healing or cleaning a person with perfumes</li><li>22. Vastragopana: art of concealment of cloths</li><li>23. Balakakridanaka: art of using children's toys</li><li>24. Tandulakusumabalivikara: art of preparing offerings from rice and flowers</li><li>25. Pushpastarana: art of making a covering of flowers for a</li></ol>	<p><b>50%</b></p>	<p><b>15</b></p>
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Learning Resources	
1.	
2.	<p><u><a href="#">References:</a></u></p> <ol style="list-style-type: none"><li>1. Textbook on IKS by Prof. B Mahadevan, IIM Bengaluru</li><li>2. Kapur K and Singh A.K (Eds) 2005). Indian Knowledge Systems, Vol. 1. Indian Institute of Advanced Study, Shimla. Tatvabodh of sankaracharya, Central chinmay mission trust, Bombay, 1995.</li><li>3. The Cultural Heritage of India. Vol.I. Kolkata:Ramakrishna Mission Publication, 1972.</li><li>4. Nair, Shantha N. Echoes of Ancient Indian Wisdom. New Delhi: Hindology Books, 2008.</li><li>5. Dr. R. C. Majumdar, H. C. Raychaudhuri and Kalikinkar Datta: An Advanced History of India (Second Edition) published by Macmillan &amp; Co., Limited, London, 1953.</li><li>6. Rao, N. 1970. The Four Values in Indian Philosophy and Culture. Mysore: University of Mysore.</li><li>7. Avari, B. 2016. India: The Ancient Past: A History of the Indian Subcontinent from c. 7000 BCE to CE 1200. London: Routledge</li></ol>
3.	<b>Journals &amp; Periodicals:</b>
4.	<b>Other Electronic Resources:</b>





[https://onlinecourses.nptel.ac.in/noc24\\_mg74/preview](https://onlinecourses.nptel.ac.in/noc24_mg74/preview)

<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>								
<b>Mid Semester Marks</b>	20 marks								
<b>End Semester Marks</b>	40 marks								
<b>Continuous Evaluation</b>  <b>40 marks</b>	<table border="1"><tr><td>Class Participation</td><td>10 marks</td></tr><tr><td>Quiz</td><td>5 marks</td></tr><tr><td>Skill Enhancement activities/ Case Study/ Research Paper</td><td>15 marks</td></tr><tr><td>Presentation</td><td>10 marks</td></tr></table>	Class Participation	10 marks	Quiz	5 marks	Skill Enhancement activities/ Case Study/ Research Paper	15 marks	Presentation	10 marks
Class Participation	10 marks								
Quiz	5 marks								
Skill Enhancement activities/ Case Study/ Research Paper	15 marks								
Presentation	10 marks								
<b>Course Outcomes</b>									



<b>COURSE CODE</b> VACC101	<b>COURSE NAME</b> Environmental Science and Sustainability	<b>SEMESTER</b> I
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Tutorial	Practical	Total Hours	Lecture	Tutorial	Practical	Total Credit
2	0	0	2	2	0	0	2

<b>Course Prerequisites</b>	<ul style="list-style-type: none"> <li>• Basic understanding of environmental science and its importance in contemporary issues.</li> <li>• Familiarity with fundamental business principles and operations (optional).</li> <li>• Awareness of global sustainability challenges and the UN Sustainable Development Goals (SDGs).</li> </ul>
<b>Course Category</b>	Value Added Course
<b>Course focus</b>	<ul style="list-style-type: none"> <li>• To explore the interconnectedness of the environment, natural resources, and sustainability within the business context.</li> <li>• To analyze the role of ecosystems, biodiversity, and sustainable practices in promoting ecological balance.</li> <li>• To understand the impacts of pollution, waste management, and disaster mitigation strategies on sustainable development.</li> <li>• To examine environmental legislation, ethics, and societal responsibilities toward environmental conservation.</li> </ul>
<b>Rationale</b>	<ol style="list-style-type: none"> <li>1. This course aims to familiarize students with basic environmental concepts, their relevance to business operations, and forthcoming sustainability challenges.</li> <li>2. This course will equip students to make decisions that consider environmental consequences.</li> <li>3. This course will enable future business graduates to become environmentally sensitive and responsible managers.</li> </ol>



<b>Course Revision/ Approval Date:</b>	
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<p><b>Remembering</b></p> <ul style="list-style-type: none"><li>● Identify key environmental concepts, types of ecosystems, and biodiversity conservation methods.</li><li>● Recall major environmental legislation in India.</li></ul> <p><b>Understanding</b></p> <ul style="list-style-type: none"><li>● Explain the significance of sustainability and its role in natural resource conservation.</li><li>● Describe the impact of pollution and waste management on the environment and business operations.</li></ul> <p><b>Applying</b></p> <ul style="list-style-type: none"><li>● Apply concepts of environmental conservation to propose sustainable business practices.</li><li>● Demonstrate the role of businesses in disaster management and achieving SDGs.</li></ul> <p><b>Analyzing</b></p> <ul style="list-style-type: none"><li>● Examine the relationship between ecosystems, biodiversity, and sustainable practices.</li><li>● Analyze case studies on environmental legislation and its implementation in India.</li></ul> <p><b>Evaluating</b></p> <ul style="list-style-type: none"><li>● Assess the effectiveness of sustainable practices in resource conservation and pollution mitigation.</li><li>● Critique the role of businesses in addressing environmental and social issues.</li></ul> <p><b>Creating</b></p> <ul style="list-style-type: none"><li>● Design innovative strategies for sustainable resource management and pollution control.</li><li>● Propose policies for enhancing environmental justice and ecological economics.</li></ul>



Course Content	Weightage	Contact hours
<p><b>Unit 1 Understanding Environment, Natural Resources, and Sustainability</b> Fundamental environmental concepts and their relevance to business operations; Components and segments of the environment, the man-environment relationship, and historical environmental movements. Concept of sustainability; Classification of natural resources, issues related to their overutilization, and strategies for their conservation. Sustainable practices in managing resources, including deforestation, water conservation, energy security, and food security issues. The conservation and equitable use of resources, considering both intergenerational and intergenerational equity, and the importance of public awareness and education.</p>	30%	8
<p><b>Unit 2 Ecosystems, Biodiversity, and Sustainable Practices</b></p> <p>Various natural ecosystems, learning about their structure, functions, and ecological characteristics. The importance of biodiversity, the threats it faces, and the methods used for its conservation. Ecosystem resilience, homeostasis, and carrying capacity, emphasizing the need for sustainable ecosystem management. Strategies for in situ and ex situ conservation, nature reserves, and the significance of India as a mega diverse nation.</p>	20%	7
<p><b>Unit 3 Environmental Pollution, Waste Management, and Sustainable Development</b></p> <p>Various types of environmental pollution, including air, water, noise, soil, and marine pollution, and their impacts on businesses and communities. Causes of pollution, such as global climate change, ozone layer depletion, the greenhouse effect, and acid rain, with a particular focus on pollution episodes in India. Importance of adopting cleaner technologies; Solid waste management; Natural and man-made disasters, their management, and the role of businesses in mitigating disaster impacts.</p>	30%	8
<p><b>Unit 4 Social Issues, Legislation, and Practical Applications</b></p>	20%	7



<p>Dynamic interactions between society and the environment, with a focus on sustainable development and environmental ethics. Role of businesses in achieving sustainable development goals and promoting responsible consumption. Overview of key environmental legislation and the judiciary's role in environmental protection, including the Water (Prevention and Control of Pollution) Act of 1974, the Environment (Protection) Act of 1986, and the Air (Prevention and Control of Pollution) Act of 1981. Environmental justice, environmental refugees, and the resettlement and rehabilitation of affected populations; Ecological economics, human population growth, and demographic changes in India.</p>		
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Learning Resources	
1.	<p><b>Textbook:</b></p> <ul style="list-style-type: none"> <li>● Poonia, M.P. Environmental Studies , Khanna Book Publishing Co.</li> <li>● Bharucha, E. Textbook of Environmental Studies, Orient Blackswan Private Ltd.</li> <li>● Dave, D., &amp; Katewa, S. S. Text Book of Environmental Studies. Cengage Learning India Pvt Ltd.</li> <li>● Rajagopalan, R. Environmental studies: from crisis to cure , Oxford University Press. Model curriculum for UG Degree in BBA 47</li> <li>● Miller, G.T. &amp; Spoolman S. Living in the Environment. Cengage.</li> <li>● Basu, M., &amp; Xavier Savarimuthu, S. J. Fundamentals of environmental studies. Cambridge University Press.</li> <li>● Roy, M. G. Sustainable Development: Environment, Energy and Water Resources. Ane Books.</li> <li>● Pritwani, K. Sustainability of business in the context of environmental management. CRC Press.</li> <li>● Wright, R.T. &amp; Boorse, D.F. Environmental Science: Toward A Sustainable Future (13th ed.). Pearson.</li> </ul>
2.	<p><b>Reference Books:</b></p> <p>References Web links:</p> <ul style="list-style-type: none"> <li>● <a href="https://www.ourplanet.com">https://www.ourplanet.com</a></li> <li>● <a href="https://www.undp.org/content/undp/en/home/sustainable-developmentgoals.html">https://www.undp.org/content/undp/en/home/sustainable-developmentgoals.html</a></li> <li>● <a href="http://www.myfootprint.org">www.myfootprint.org</a></li> <li>● <a href="https://www.globalchange.umich.edu/globalchange1/current/lectures/kling/ecosystem/ecosystem.html">https://www.globalchange.umich.edu/globalchange1/current/lectures/kling/ecosystem/ecosystem.html</a></li> </ul>



3.	<p><b>Journals &amp; Periodicals:</b></p> <ol style="list-style-type: none"> <li>4. <i>Environmental Science &amp; Technology (ACS Publications).</i></li> <li>5. <i>Journal of Environmental Management.</i></li> <li>6. <i>Indian Journal of Environmental Protection.</i></li> <li>7. <i>Ecological Economics.</i></li> <li>8. <i>Nature Sustainability.</i></li> </ol>
9.	<p><b>Other Electronic Resources:</b></p> <p><a href="https://onlinecourses.nptel.ac.in/noc24_mg74/preview">https://onlinecourses.nptel.ac.in/noc24_mg74/preview</a></p>

<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>								
<b>Mid Semester Marks</b>	20 marks								
<b>End Semester Marks</b>	40 marks								
<b>Continuous Evaluation 40 marks</b>	<table border="1" style="width: 100%;"> <tr> <td style="width: 70%;">Class Participation</td> <td style="text-align: center;">10 marks</td> </tr> <tr> <td>Quiz</td> <td style="text-align: center;">5 marks</td> </tr> <tr> <td>Skill Enhancement activities/ Case Study/ Research Paper</td> <td style="text-align: center;">15 marks</td> </tr> <tr> <td>Presentation</td> <td style="text-align: center;">10 marks</td> </tr> </table>	Class Participation	10 marks	Quiz	5 marks	Skill Enhancement activities/ Case Study/ Research Paper	15 marks	Presentation	10 marks
	Class Participation	10 marks							
	Quiz	5 marks							
	Skill Enhancement activities/ Case Study/ Research Paper	15 marks							
	Presentation	10 marks							
<b>Course Outcomes</b>	<p><b>CO1:</b> Define and discuss fundamental environmental concepts and their relevance to sustainable business practices.</p> <p><b>CO2:</b> Analyze ecosystems, biodiversity, and sustainable conservation methods to promote ecological balance.</p> <p><b>CO3:</b> Evaluate the causes and impacts of pollution and propose sustainable waste management strategies.</p> <p><b>CO4:</b> Critically assess the role of businesses in achieving SDGs and mitigating disaster impacts.</p> <p><b>CO5:</b> Apply knowledge of environmental legislation and ethics to advocate for sustainable development and environmental justice.</p>								



<b>COURSECODE</b> AECC101	<b>FUNDAMENTALSOFENGLISH</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		1	0	1	2
<b>TotalCredits:2</b>	<b>TotalHoursinsemester:30</b>	<b>TotalMarks: 100</b>			
1	<b>CoursePre-requisites</b> Students should have basic knowledge of English language and grammar				
2	<b>CourseCategory:CompulsoryCourse</b>				
3	<b>CourseRevision/Approvaldate</b>				
4	<b>CourseObjectives</b>				
4.1 To emphasize the development of listening and reading skills among learners					
4.2 To equip them with writing skills needed for academic as well as work place context					
4.3 To enable learners of Engineering and Technology develop their basic communication skills in English					

<b>CourseContent</b>	<b>Weightage</b>	<b>Contact hours</b>	<b>Pedagogy</b>
Unit 1: <b>Language Basics</b> Parts of speech, word formation, prefix-suffix, synonyms, antonyms, homophones and standard abbreviations	20%	6	Discussion+Power Point Presentation+ Sample Practice + Revision
Unit 2: <b>Elementary Reading/Writing Skills</b> Types of the sentences, structures of the sentences, use of phrases and clauses, punctuation, creative writing and coherence, comprehension, essay/paragraph writing, precise writing	30%	9	Power Point Presentation + Discussion+Software Based Learning / Language Lab + Sample Practice
Unit 3 <b>Elementary Spoken Skills</b> Greetings, farewell and introduction, making an apology, accepting an apology, making an appointment, JAM, group discussion, debate, public speaking	30%	9	Power Point Presentation + Discussion+Software Based Learning / Language Lab + Sample Practice+Role Play



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<b>Unit4 Practicing and Identifying the Common Error</b> Tense, subject-verb agreement, noun-pronoun agreement, articles, prepositions, modal auxiliaries, voice, reported speech	20%	6	Discussion+Power Point Presentation+ Sample Practice + Revision
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Learning Resources	
1.	Textbook
2.	Reference books <ol style="list-style-type: none"> <li>1. Murphy, Raymond "Murphy's English Grammar with CD" Cambridge University Press, 2004. .</li> <li>2. Thorpe, Edgar and Showick Thorpe "Basic Vocabulary" Pearson Education India, 2012.</li> <li>3. Green, David. "Contemporary English Grammar Structures and Composition" MacMillan Publishers, New Delhi, 2010.</li> <li>4. Wren &amp; Martin (2001), English Grammar &amp; Composition, New York</li> </ol>
3.	Journal
4.	Periodicals
5.	Other Electronic resources Language Lab – Wordsworth Software

Evaluation Scheme		Total Marks
Midsemester Marks	30 Marks	
End Semester Marks	50 Marks	
Continuous Evaluation Marks	Attendance	5 marks
	Quiz	5 marks
	Skill enhancement activities/ case study	5 marks
	Presentation/miscellaneous activities	5 marks
<b>Course Outcomes</b>	1. Student will be able to learn Intellectual skills in that students will understand concepts, rules or procedures.	
	2. Student will be able to learn cognitive strategy in that students will use personal strategies to think, organize, learn and behave.	
	3. Student will be able to learn about verbal information.	
	4. Students will interpret texts with attention to ambiguity, complexity, and aesthetic value.	
	5. Student will be able to develop the Oral Communication	
<b>Additional Information to enhance learning</b>	Any site visit required or expert talk required on specific topics.	



<b>COURSE CODE</b> <b>BBA201</b>	<b>COURSE NAME</b> <b>Human Behaviour and Organization</b>	<b>SEMESTER</b> <b>II</b>
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Tutorial	Practical	Total Hours	Lecture	Tutorial	Practical	Total Credit
3	2	0	5	3	1	0	4

<b>Course Prerequisites</b>	Students are expected to have a basic understanding of management principles and human behavior. Familiarity with foundational concepts in psychology, sociology, and business management will be beneficial. Critical thinking, communication skills, and a willingness to participate in discussions and group activities are essential for engaging with the course material effectively.
<b>Course Category</b>	Compulsory
<b>Course focus</b>	This course focuses on understanding and analyzing human behavior in organizational settings. It explores key topics such as motivation, leadership, team dynamics, communication, and organizational culture. The course emphasizes practical applications of OB theories, equipping students with skills to manage interpersonal relationships, enhance team performance, and foster a positive work environment. Real-world case studies, role-plays, and interactive activities will provide hands-on experience to bridge theory and practice.
<b>Rationale</b>	<ol style="list-style-type: none"> <li>1. To develop a basic understanding of the concept of human behavior and organization.</li> <li>2. To highlight the importance of OB in modern organizations.</li> <li>3. To understand individual and group behavior in the workplace to improve the effectiveness of an organization.</li> <li>4. To critically evaluate leadership styles and strategies.</li> </ol>
<b>Course Revision/ Approval Date:</b>	



**Course Objectives  
(As per Blooms' Taxonomy)**

- CO1 : Remembering fundamental theories and concepts of individual and group behavior in organizational settings.
- CO2: Understanding of key OB concepts such as motivation, leadership, team dynamics, and organizational culture.
- CO3: Applying OB theories to real-world scenarios, addressing workplace challenges such as conflict resolution, team building, and effective communication.
- CO4: Analyzing workplace behaviors and dynamics to identify underlying causes and recommend actionable strategies for improvement.
- CO5: Evaluating organizational practices and behaviors, assessing their impact on employee performance and organizational effectiveness.
- CO6: Creating innovative solutions and strategies to foster a positive organizational culture and enhance team performance based on OB principles.

Course Content	Weightage	Contact hours
<p><b>Unit 1 Introduction to Human Behavior and Organization</b></p> <p>Meaning, importance, and historical development of organizational behavior; Factors influencing organizational behavior; Contributing disciplines of OB; OB models</p>	<b>25%</b>	<b>15</b>
<p><b>Unit 2 Individual Behavior</b></p> <p>Foundations of Individual Behavior; Personality- Determinants of personality, Type A and B, Big Five personality types, stages of personality development; Attitude - components, job-related attitudes; Learning- concept, theories, and reinforcement; Perception - concept, perceptual process, factors influencing perception; Values - concept and types: terminal values and instrumental values. Motivation – Concept, importance, and theories of motivation- Early Theories of motivation (Need Hierarchy,</p>	<b>25%</b>	<b>15</b>



<p>Theory X and Theory Y, Two Factors Theory); Contemporary Theories of motivation (Self-Determination Theory, Goal-setting Theory, Reinforcement Theory, Self-efficacy Theory</p>		
<p><b>Unit 3 Group &amp; Team Behaviour</b></p> <p>Groups and Work Teams: Concept: Five Stage model of group development; Groupthink and shift; Indian perspective on group norms, Group, and teams; Types of teams; Creating team players from individual building. Individual &amp; Group conflict; e-teams.</p>	<b>25%</b>	<b>15</b>
<p><b>Unit 4 Leadership &amp; Power</b></p> <p>Leadership: Concept; Trait theories; Behavioral theories (Ohio and Michigan studies); Contingency theories, Authentic leadership; Mentoring, self-leadership; Inspirational Approaches (transformational, charismatic): Comparison of Indian leadership styles with other countries. Bases of Power. Organizational Culture : Concept of culture; Impact (functions and liability); Creating and sustaining culture: Employees and culture; Creating positive and ethical cultures; Need and importance of Cross-Cultural management, Stress, and its Management.</p>	<b>25%</b>	<b>15</b>

Learning Resources	
1.	<p><b>Textbook:</b></p> <ol style="list-style-type: none"> <li>1. Robbins, Stephen - Organizational Behavior Prentice Hall of India Ltd., New Delhi.</li> <li>2. Luthans Fred - Organizational Behavior: An Evidence-Based Approach - McGraw Hill Publishers Co. Ltd., New Delhi.</li> <li>3. Prasad, L.M-Organizational Theory Behavior-Sultan Chand &amp; Sons, New Delhi.</li> <li>4. Rao, VS P-Organization Behavior –Himalaya Publishing House.</li> <li>5. Aswathappa.K.-Organizational Behavior–Himalaya Publishing House, Mumbai, 18th Edition.</li> </ol>
2.	<p><b>Reference Books:</b></p>
3.	<p><b>Journals &amp; Periodicals:</b></p>



4.

**Other Electronic Resources:**

<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>	
<b>Mid Semester Marks</b>	20 marks	
<b>End Semester Marks</b>	40 marks	
<b>Continuous Evaluation</b> 40 marks	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks
<b>Course Outcomes</b>	<ol style="list-style-type: none"><li>1. Gain a comprehensive understanding of individual and group behavior, leadership styles, and organizational culture to foster effective workplace relationships.</li><li>2. Demonstrate the ability to apply OB principles to address real-world organizational challenges, including team dynamics, motivation, and conflict resolution.</li><li>3. Develop strategies to improve employee performance and organizational outcomes by analyzing and influencing workplace behaviors and practices.</li></ol>	



<b>COURSECODE</b> BBA202	<b>COURSE NAME</b> Marketing Management	<b>SEMESTER</b> II
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Tutorial	Practical	Total Hours	Lecture	Tutorial	Practical	Total Credit
3	2	0	5	3	1	0	4

<b>Course Prerequisites</b>	Students should have a basic understanding of business principles, foundational knowledge of economics, and introductory exposure to management concepts. Strong analytical and communication skills are essential. Familiarity with consumer behavior, market research techniques, and basic statistical tools is beneficial. A keen interest in marketing strategies and business trends is highly recommended.
<b>Course Category</b>	Compulsory
<b>Course focus</b>	The Marketing Management course focuses on developing strategic and analytical skills to understand consumer behavior, market research, and competitive dynamics. Students learn to create, implement, and evaluate marketing strategies, covering product development, pricing, distribution, promotion, and digital marketing. Emphasis is on real-world applications, ethical practices, and achieving organizational objectives effectively.
<b>Rationale</b>	<ol style="list-style-type: none"> <li>1. Develop understanding about marketing management concepts and frameworks, and apply these to a new or existing business.</li> <li>2. Develop skills to analyze and synthesize information and derive insights related to marketing management, from several perspectives</li> <li>3. It also explores best practices in managing marketing activities within an organization and how to measure the impact on demand and attempt to forecast and influence its future levels, magnitude and timing.</li> </ol>



<b>Course Revision/ Approval Date:</b>	
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<p>CO1 : Remembering Recall fundamental marketing concepts, terminology, and frameworks &amp; Identify the core components of the marketing mix (4Ps).</p> <p>CO2: Understanding Explain the role of marketing in creating value for customers and organisations &amp; Interpret consumer behaviour patterns and their impact on marketing decisions.</p> <p>CO3: Applying Develop marketing strategies by applying segmentation, targeting, and positioning (STP) frameworks &amp; Use marketing research tools to analyse market opportunities.</p> <p>CO4: Analyzing Evaluate the effectiveness of various marketing strategies through case studies and real-world examples &amp; Compare and contrast different pricing, promotion, and distribution strategies.</p> <p>CO5: Evaluating Critically assess marketing plans and campaigns to recommend improvements &amp; Judge the ethical implications of marketing decisions in diverse contexts.</p> <p>CO6: Creating Design innovative marketing strategies to address real-world business challenges &amp; Develop a comprehensive marketing plan that integrates the elements of the marketing mix.</p>

<b>Course Content</b>	<b>Weightage</b>	<b>Contact hours</b>
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<p><b>Unit 1</b></p> <p>Introduction: Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Company orientation - Production concept, Product concept, selling concept, Marketing concept, Holistic marketing concept; Marketing Environment: Demographic, Economic, Political, Legal, Socio cultural, Technological environment (Indian context); Market and competition analysis, Market Analysis and Creating and Delivering Customer Value. types of marketing (B2C, B2G, B2B, C2C)</p>	<p><b>25%</b></p>	<p><b>15</b></p>
<p><b>Unit 2</b></p> <p>Segmentation, Targeting and Positioning: Concept; Levels of Market Segmentation, Basis for Segmenting Consumer Markets; Consumer Behavior, The Rise of Consumer Democracy, Stimulus Response Model of Consumer Behavior, Buyer's Cultural, Social, Personal, and Psychological Characteristics particularly in Indian context, Consumer Buying Decision Process, Business Customer's Buying Decision Process, and Traditional vs. Experiential Marketing's View of Customer</p>	<p><b>25%</b></p>	<p><b>15</b></p>
<p><b>Unit 3</b></p> <p>Product decisions: Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging &amp; Labelling. Portfolio approach – Boston Consulting Group (BCG) matrix. Introduction to Brand Management and Innovation and New Product Development. Pricing Decisions: Determinants of Price, Pricing Methods (Non-mathematical treatment), and Adapting Price. Promotion Decisions: Factors determining promotion mix, Promotional Tools – Fundamentals of advertisement, Sales Promotion, Public Relations &amp; Publicity and Personal Selling. Marketing Channel Decision: Channel functions, Channel Levels, Types of Intermediaries: Wholesalers and Retailers, Introduction to Retail Management.</p>	<p><b>25%</b></p>	<p><b>15</b></p>
<p><b>Unit 4</b></p> <p>Marketing of Services: unique characteristics of services, marketing strategies for service firms – 7Ps. Contemporary issues in Marketing,</p>	<p><b>25%</b></p>	<p><b>15</b></p>





E-commerce, Digital Marketing, Ethics and social responsibility in Marketing, Integrated Marketing, Online Payments, Rural Marketing, Social Marketing, Green Marketing (Introductory aspects only).		
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Learning Resources	
1.	<p><b>Textbook:</b></p> <p>Kotler P., Keller K., et al. Marketing Management (16th edition). Pearson Education Pvt. Ltd.</p>
2.	<p><b>Reference Books:</b></p> <ul style="list-style-type: none"> <li>● Aaker, D. A. and Moorman Christine., Strategic Market Management: Global Perspectives. John Wiley &amp; Sons.</li> <li>● Shainesh G. Kotler Philip, Keller Kevin, Alexander Chernev, Jagdish N. Sheth   Marketing Management. Pearson Higher Education</li> <li>● Kotler, P., Armstrong, G., and Agnihotri, P. Y. Principles of Marketing (17th edition). Pearson Education.</li> <li>● Ramaswamy, V.S. &amp; Namakumari, S. Marketing Management: Indian Context Global Perspective (6th edition). Sage Publications India Pvt. Ltd.</li> </ul>
3.	<p><b>Journals &amp; Periodicals:</b></p> <ul style="list-style-type: none"> <li>● Indian Journal of Marketing</li> <li>● Journal of Marketing</li> <li>● Vikalpa: The Journal for Decision Makers</li> <li>● South Asian Journal of Marketing</li> <li>● Journal of Business Research (Special Issues on Marketing)</li> </ul>
	<p><b>Other Electronic Resources:</b></p> <ul style="list-style-type: none"> <li>● Nirma University Management &amp; Commerce Library Electronic Resources</li> <li>● GrowthAcad's Digital Marketing Course Syllabus (2024)</li> <li>● Pondicherry University MBA (Marketing) Syllabus</li> </ul>

<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>
<b>Mid Semester Marks</b>	20 marks
<b>End Semester Marks</b>	40 marks



<b>Continuous Evaluation (40 Marks)</b>	<table border="1"><tr><td data-bbox="472 264 951 338">Class Participation</td><td data-bbox="951 264 1076 338">10 marks</td></tr><tr><td data-bbox="472 338 951 415">Quiz</td><td data-bbox="951 338 1076 415">5 marks</td></tr><tr><td data-bbox="472 415 951 491">Skill Enhancement activities/ Case Study/ Research Paper</td><td data-bbox="951 415 1076 491">15 marks</td></tr><tr><td data-bbox="472 491 951 564">Presentation</td><td data-bbox="951 491 1076 564">10 marks</td></tr></table>	Class Participation	10 marks	Quiz	5 marks	Skill Enhancement activities/ Case Study/ Research Paper	15 marks	Presentation	10 marks
Class Participation	10 marks								
Quiz	5 marks								
Skill Enhancement activities/ Case Study/ Research Paper	15 marks								
Presentation	10 marks								
<b>Course Outcomes</b>	<ol style="list-style-type: none"><li>1. <b>Understanding Marketing Concepts:</b> Demonstrate a comprehensive understanding of core marketing concepts, including market research, segmentation, targeting, positioning, and the 4Ps of marketing, and apply these principles to real-world scenarios.</li><li>2. <b>Strategic Decision-Making:</b> Develop the ability to create effective marketing strategies by analysing market opportunities, consumer behaviour, and competitive dynamics.</li><li>3. <b>Application of Marketing Tools:</b> Utilize marketing tools and techniques, such as digital marketing, branding, and product life cycle management, to enhance organisational performance and customer satisfaction.</li><li>4. <b>Ethics and Sustainability in Marketing:</b> Evaluate the ethical and sustainable practices in marketing, addressing contemporary challenges like green marketing and corporate social responsibility.</li></ol>								



<b>COURSE CODE</b> BBA203	<b>COURSE NAME</b> Business Economics	<b>SEMESTER</b> II
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Tutorial	Practical	Total Hours	Lecture	Tutorial	Practical	Total Credit
3	2	0	5	3	1	0	4

<b>Course Prerequisites</b>	Basic Understanding of Commerce, Business and Economics Concepts.
<b>Course Category</b>	Compulsory
<b>Course focus</b>	This course focuses on Micro Economics, Demand and Supply of the firm, Production, Cost and Revenue calculations for the firm.
<b>Rationale</b>	<p>Business economics uses economic concepts and principles by emphasizing on demand and supply analysis, production &amp; cost analysis and different market structures which are fundamental for further study. This course also introduces important macroeconomic concepts which are indispensable for understanding the functioning of an economy that might affect business performance.</p> <ul style="list-style-type: none"> <li>♣ It equips students with fundamental concepts of microeconomics.</li> <li>♣ Business economics delves into the complexities of market</li> </ul>



	<p>structures, helping students navigate</p> <ul style="list-style-type: none"> <li>♣ Challenges such as competition, regulatory environments, and technological disruptions.</li> <li>♣ It fosters critical thinking by analyzing real-world case studies, enabling students to propose</li> <li>♣ Innovative solutions to business problems.</li> <li>♣ A grasp of business economics is essential for aspiring entrepreneurs, managers, and analysts</li> <li>♣ Seeking to thrive in today's dynamic and interconnected business landscape.</li> </ul>
<b>Course Revision/ Approval Date:</b>	
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<p>CO1 : Remembering CO2: Understanding CO3: Applying CO4: Analyzing CO5: Evaluating CO6: Creating</p>

<b>Course Content</b>	<b>Weightage</b>	<b>Cont act hour s</b>
<p><b>Unit 1 Fundamentals and Basic elements of Microeconomics</b></p> <ul style="list-style-type: none"> <li>● The Economic Problem: Scarcity and Choice, Nature and Scope-Positive and Normative Economics.</li> <li>● Scope of Study and Central Problems of Micro and Macroeconomics</li> <li>● Demand Schedule: Individual and Market Demand Curve, Determinants of Demand, Law of Demand, Movement and Shift among Demand Curve, Elasticity of Demand.</li> </ul>	<b>25%</b>	<b>15</b>



<ul style="list-style-type: none"> <li>• Supply Schedule: individual and market supply, determinants of supply, law of supply, Elasticity of supply. Determination of demand and supply, effect of a shift in demand and supply.</li> </ul>		
<p><b>Unit 2 Producer And Consumer Behavior</b></p> <ul style="list-style-type: none"> <li>• Theory of Production-Factors of Production, Production Function, Law of Variable Proportions, Returns to Scale, Producers' Equilibrium.</li> <li>• Theory of Cost- Short Run and Long Run Average, Marginal and Total Cost Curves.</li> <li>• Cardinal Utility Approach-Law of Diminishing Marginal Utility, Law of EquiMarginal Utility, Indifference Curves, Budget Lines and Consumer Equilibrium</li> </ul>	<b>25%</b>	<b>15</b>
<p><b>Unit 3 Analysis of Market</b></p> <ul style="list-style-type: none"> <li>• Concept of Market and Main Forms of Market.</li> <li>• Price and Output Determination Under Perfect Competition, Monopoly, Monopolistic Competition, and oligopoly</li> </ul>	<b>25%</b>	<b>15</b>
<p><b>Unit 4 National Income and Various Indian Economy Challenges</b></p> <ul style="list-style-type: none"> <li>• Circular Flow of Income. Concept of GDP, GNP, NDP, NNP (At Market Price and Factor Cost), Methods of Calculating National Income.</li> <li>• A Brief Introduction of Indian Economy - Pre-and Post-Independence.</li> <li>• Current Challenges Facing by Indian Economy- Human Capital Formation, Poverty, Dynamic</li> <li>• Business Environment, Trade with Various Nations, Sustainable Economic Development.</li> </ul>	<b>25%</b>	<b>15</b>

Learning Resources	
1.	<p><b>Textbook:</b></p> <ol style="list-style-type: none"> <li>1. Varian. H.R: Micro Economics A modern Approach</li> <li>2. Mc Connell &amp; Brue: Micro Economics Principal, problems &amp; policies. McGraw Hills Professional Publication.</li> <li>3. Ahuja, H.L. Advanced Economic theory</li> <li>4. Jain K.P. Advanced Economic theory</li> <li>5. Jhingan M.L. Modern Micro Economics</li> <li>6. J. Shapiro: Macro Economic Theory and Policy</li> </ol>



	<p>7. W.H. Bransin: Macro-Economic Analysis</p> <p>8. M.L. Jhingan: Macro-Economic Theory and Policy</p> <p>9. M.C. Vaishya: Macro-Economic Theory</p> <p>10. Sunil Bhaduri: Macro Economic Analysis</p> <p>11. H.L. Ahuja: Micro Economic Theory; Modern Publisher, Gulab Bhawan, 6, Bahadurshah Zafar Marg, New Delhi.</p> <p>12. Samuelson &amp; William D. Nordhaus: Economics; McGraw Hills.</p> <p>13. A.N. Agarwal: Indian Economy.</p> <p>14. M. Maria John Kennedy: Advanced Micro Economic Theory; Himalaya Publishing House, Delhi.</p> <p>15. I.C. Dhingra &amp; V.K. Garg: Economic Development &amp; Planning in India.</p> <p>16. D.M. Mithani: Macro Economics; Himalaya Publishing House.</p> <p>17. Macroeconomics" by N. Gregory Mankiw</p> <p>18. Macroeconomics: Principles, Applications, and Tools" by Arthur O'Sullivan, Steven Shiffrin, and Stephen Perez</p> <p>19. Macroeconomics" by Olivier Blanchard</p>
2.	<b>Reference Books:</b>
3.	<b>Journals &amp; Periodicals:</b>
4.	<b>Other Electronic Resources:</b>

<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>	
<b>Mid Semester Marks</b>	20 marks	
<b>End Semester Marks</b>	40 marks	
<b>Continuous Evaluation 40 marks</b>	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks



<b>Course Outcomes</b>	
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<b>COURSE CODE</b> SEC201	<b>COURSE NAME</b> Emerging Technologies and Applications	<b>SEMESTR</b> II
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Tutorial	Practical	Total Hours	Lecture	Tutorial	Practical	Total Credit
2	0	0	2	2	0	0	2

<b>Course Prerequisites</b>	Basic knowledge of computer science, networking, and cybersecurity principles. Familiarity with programming concepts (e.g., Python, Java) and data management (e.g., databases, SQL). Understanding of mathematical concepts like statistics and probability. Awareness of emerging technologies such as IoT, Blockchain, and AR/VR is recommended.
<b>Course Category</b>	Multidisciplinary Elective(MDE)
<b>Course focus</b>	



<b>Rationale</b>	<ul style="list-style-type: none"> <li>• To provide a comprehensive understanding of emerging technologies such as block chain, IoT, cloud computing, robotics, AR/VR, etc.</li> <li>• To explore the applications, implications, and strategic advantages of emerging technologies in business for competitive advantage.</li> </ul>
<b>Course Revision/ Approval Date:</b>	
<b>Course Objectives (As per Blooms' Taxonomy)</b>	CO1 : Remembering CO2: Understanding CO3: Applying CO4: Analyzing CO5: Evaluating CO6: Creating

<b>Course Content</b>	<b>Weightage</b>	<b>Cont act hour s</b>
<b>Unit 1 Cloud Computing</b> Cloud service models (IaaS, PaaS, SaaS) – Deployment models (public, private, hybrid) - Cloud-based -enterprise solutions – Cost-benefit analysis and scalability Security and Governance – Data security and compliance in the cloud – Cloud governance frameworks	<b>25%</b>	<b>15</b>
<b>Unit 2 Internet of Things (IoT) &amp; Industry 4.0</b> Sensor technologies and connectivity - IoT Applications in Smart cities and infrastructure – Industrial IoT and manufacturing – IoT data processing and storage – Real-time analytics and decision-making – Concept of Industry 4.0 – Automation and smart manufacturing – Cyber-physical systems and digital twins – Robotics and advanced	<b>25%</b>	<b>15</b>





manufacturing technologies – Impact on Business Models – Transformation of production and supply chains – Business process optimization		
<b>Unit 3 Block chain Technology</b> Fundamentals of Block chain – Decentralization and distributed ledger – Cryptography and consensus mechanisms – Smart contracts – Financial services and digital identity – Challenges and Opportunities – Security and privacy issues – Regulatory and compliance considerations	<b>25%</b>	<b>15</b>
<b>Unit 4 Augmented Reality (AR) and Virtual Reality (VR)</b> Introduction to AR/VR – Key concepts and differences between AR and VR – Historical development and current state - AR/VR applications in marketing and customer experience – Training and development through immersive technologies – Challenges and Opportunities – Technological limitations and advancements – Integration with existing business processes.	<b>25%</b>	<b>15</b>

Learning Resources	
1.	<b>Textbook:</b> 1. Emerging Technologies by Errol S. van Engelen 2. Internet of Things by Jeeva Jose, Khanna Book Publishing. 3. Digital Transformation: A Strategic Approach to Leveraging Emerging Technologies, Anup Maheshwari 4. Virtual & Augmented Reality by Rajiv Chopra, Khanna Book Publishing. 5. Emerging Technologies for Effective Management by Rahul Dubey, Cengage Publications. 6. IoT Fundamentals: Networking Technologies, Protocols, and Use Cases for the Internet of Things by David Hanes, Jerome Henry, Rob Barton, Gonzalo Salgueiro and Patrick Grossetete. 7. Blockchain for Business by Jai Singh Arun, Jerry Cuomo and Nitin Gaur. 8. Block Chain & Crypto Currencies by Anshul Kausik, Khanna Book Publishing. 9. Industry 4.0 Technologies for Business Excellence: Frameworks, Practices, and Applications by Edited By Shivani Bali, Sugandha Aggarwal, Sunil Sharma. 10. Blockchain, Artificial Intelligence, and the Internet of Things: Possibilities and Opportunities" by Pethuru Raj, Ashutosh Kumar Dubey, Abhishek Kumar, Pramod Singh Rathore.



2.	<p><b>Reference Books:</b></p> <p>Schwab, K. (2016). <i>The fourth industrial revolution</i>. Crown Business.</p>
3.	<p><b>Journals &amp; Periodicals:</b></p> <p><b>Case Studies</b></p> <p>1. Software and/or Data: Dilemmas in an AI Research Lab of an Indian IT Organization, Rajalaxmi Kamath; Vinay V Reddy,  <a href="https://hbsp.harvard.edu/product/IMB889-PDFENG?Ntt=emerging%20technologies">https://hbsp.harvard.edu/product/IMB889-PDFENG?Ntt=emerging%20technologies</a></p> <p>2. Volkswagen Group: Driving Big Business With Big Data, Ning Su; Naqaash Pirani,  <a href="https://hbsp.harvard.edu/product/W14007-PDFENG?Ntt=emerging%20technologies">https://hbsp.harvard.edu/product/W14007-PDFENG?Ntt=emerging%20technologies</a></p>
4.	<p><b>Other Electronic Resources:</b></p> <p>Practical (Suggestive List):</p> <ul style="list-style-type: none"> <li>• Hands on sessions on utilizing popular cloud platforms for development and deployment, offering hands-on experience with free tiers and trial accounts.</li> <li>• Hands on sessions on block chain technologies, focusing on the basics development and deployment of decentralized applications</li> </ul>

<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>								
<b>Mid Semester Marks</b>	20 marks								
<b>End Semester Marks</b>	40 marks								
<b>Continuous Evaluation 40 marks</b>	<table border="1"> <tr> <td>Class Participation</td> <td>10 marks</td> </tr> <tr> <td>Quiz</td> <td>5 marks</td> </tr> <tr> <td>Skill Enhancement activities/ Case Study/ Research Paper</td> <td>15 marks</td> </tr> <tr> <td>Presentation</td> <td>10 marks</td> </tr> </table>	Class Participation	10 marks	Quiz	5 marks	Skill Enhancement activities/ Case Study/ Research Paper	15 marks	Presentation	10 marks
	Class Participation	10 marks							
	Quiz	5 marks							
	Skill Enhancement activities/ Case Study/ Research Paper	15 marks							
	Presentation	10 marks							
<b>Course Outcomes</b>	<p>1. Students will understand foundational knowledge of emerging technologies such as blockchain, IoT, cloud computing, AR/VR, etc., comprehending their principles, components, and functionalities.</p> <p>2. Students will analyze the practical applications</p>								



	<p>of these technologies in various business contexts, evaluating how they can optimize operations, enhance decision-making, and drive innovation.</p> <p>3. Students will evaluate the strategic implications of adopting emerging technologies, including potential challenges, risks, and opportunities, to formulate informed strategies for competitive advantage.</p> <p>4. Students will develop skills to plan and manage the integration of emerging technologies into business processes, ensuring alignment with organizational goals and effective change management.</p>
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<b>COURSE CODE</b> AECC201	<b>COURSE NAME</b> Communication Skills in English	<b>SEMESTER</b> II
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Tutorial	Practical	Total Hours	Lecture	Tutorial	Practical	Total Credit
02	00	00	02	02	00	00	02

<b>Course Pre-requisites</b>	Student should have cleared First Semester of Bachelor of Commerce
<b>Course Category</b>	Mandatory Course
<b>Course focus</b>	Communicational Skills
<b>Rationale</b>	It enables students to apply the knowledge of softskill i.e. Communication Skills to integrate with their working knowledge of the field to get maximum benefits of internal and external levels.
<b>Course Revision/ Approval Date:</b>	14/03/2023
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<ol style="list-style-type: none"> <li>To enable learners to develop their basic communication skills in English.</li> <li>To equip them with writing skills needed for academic as well as workplace context.</li> </ol>



	<p>3. To prepare students for professional communication at world level.</p> <p>4. To develop corporate communicational attitude.</p> <p>5. To strengthen digital communication using technological modules and expertise.</p>
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Course Content (Theory)	Weightage	Contact hours
<b>Unit 1: Communicative Skills</b> Basics of Communication, Verbal & Non-verbal, Communication, Barriers to Effective Communication, Strategies of Effective Communication	<b>20%</b>	6
<b>Unit 2: Grammar &amp; Vocabulary:</b> Types of sentences, Synonyms, Antonyms, Tenses - Past, Present & Future, Homophones, Modals, Verb forms, Phrasal Verbs, Error correction, commonly misused words, technical terms	15%	5
<b>Unit 3: Listening &amp; Reading Skills:</b> Definitions (Listening & Reading), Types of Listening, Barriers to Effective Listening, Traits of a Good Listener, Types of Reading, Techniques of Effective Reading, Reading Tasks (Critical & Inferential)	<b>30%</b>	9
<b>Unit 4: Writing Skills &amp; Speaking Skills:</b> Letter writing - Complaint & Leave, Article, Precise writing, Report writing, Note-taking and Note-making, Creative Writing Introducing self, Interview Skills, Public Speaking, Debates, Role plays, Group Discussion.	<b>25%</b>	7
<b>Unit 5: ICT/ Digital/ E-Skills:</b> Computer Assisted Language Learning (CALL), Mobile Assisted Language Learning (MALL), Emails, Blogs, Digital/ E-Portfolio, Filling Online Application Forms	<b>20%</b>	6

**Instructional Method and Pedagogy:**  
 Classroom Lecture, Case Studies, Quizzes, Presentations, Role Play, Expert Lecture (Consultant)

Course Objectives:	Blooms' Taxonomy Domain	Blooms' Taxonomy Sub Domain
After successful completion of the above course, students will be able to:		



CO1: To emphasize the development of listening and reading skills among learners	Understand, Analyse, Remember	Define, Classify & Demonstrate
CO2: To equip them with writing skills needed for academic as well as workplace context	Analyse, Apply, Understand	Classify, Describe & Demonstrate
CO3: To enable learners of Engineering and Technology develop their basic communication skills in English	Understand, remember	Define, Describe & Demonstrate
CO4: To strengthen the fundamentals in English Language.	Remember, Analyse	Define Describe
CO5: To build up the confidence to communicate with the world.	Understand, Apply	Define, Classify, Describe & Demonstrate

Learning Resources	
1.	<b>Textbook:</b> Effective Technical Communication by M Ashraf Rizvi, McGraw Hill Education (India) Private Limited, New Delhi.
2.	<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Communication Skills for Engineers and Scientists by Sangeeta Sharma and Binod Mishra, PHI Learning Private Limited, Delhi.</li> <li>2. Technical Communication Principles and Practice by Meenakshi Raman and Sangeeta Sharma, Oxford University Press, 3<sup>rd</sup> Edition</li> <li>3. Business Communication by Asha Kaul, PHI Learning Private Limited, Delhi.</li> <li>4. Business Communication: Connecting in a Digital World by Raymond V. Lesikar, Marie, E. Flatley, Kathryn Rentz, Paula Lentz and Neerja Pande, McGraw Hill Education (India) Private Limited, New Delhi.</li> <li>5. Business Communication Today by Courtland L. Bovee, John V. Thill and Roshan Lal Raina, Pearson, 13<sup>th</sup> Edition.</li> <li>6. Business Communication: From Principles to Practice by Matthukutty M. Monippally, McGraw Hill Education (India) Private Limited, New Delhi.</li> <li>7. Technical Communication: A Practical Approach by William Sanborn Pfeiffer and T. V. S. Padmaja, Pearson, 6<sup>th</sup> Edition.</li> </ol>
3.	Journal: Harvard Business Review
4.	Periodicals:
5.	Other Electronic Resources: <a href="#">Reader's Digest: Official Site to Subscribe &amp; Find Great Reads (rd.com)</a>
<b>Evaluation Scheme</b>	
<b>Total Marks</b>	
<b>Theory: Mid semester Marks</b>	20 marks



<b>Theory: End Semester Marks</b>	40 marks	
<b>Theory: Continuous Evaluation Component Marks</b>	Attendance	10 marks
	MCQs	10 marks
	Skill enhancement activities / case study	10 marks
	Presentation/ miscellaneous activities	10 marks
	<b>Total</b>	<b>20 Marks</b>

### Mapping of PSOs & COs

	PSO1	PSO2	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	1	1	1	0	3	3	2
CO2	1	1	1	0	3	3	1
CO3	1	1	1	0	3	2	2
CO4	1	1	1	0	3	3	3
CO5	1	1	1	0	3	3	1

### Mapping of POs & COs

	PO1	PO2	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	3	2	3	0
CO2	3	3	3	3	2	3	0
CO3	3	2	3	3	2	2	0
CO4	3	1	3	3	3	3	0
CO5	3	2	2	3	2	2	0

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None



<b>VACC201</b>	<b>Tinkering &amp; Mentoring</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		0	0	2	1
<b>Total Credits: 1</b>	<b>Total Hours in semester : 30</b>	<b>Total Marks: 100</b>			
1	<b>Course Pre-requisites: NA</b>				
2	<b>Course Category: Value Added Course</b>				
3	<b>Course Revision/ Approval date</b>				
4	<b>Course Objectives</b>				





- 4.1 To provide hands-on experience in problem-solving and prototyping through group-based tinkering projects.
- 4.2 To develop entrepreneurial, creative, and critical thinking skills among students.
- 4.3 To enhance students' understanding of industry standards, intellectual property rights, and ethical practices.
- 4.4 To foster collaboration, teamwork, and communication skills through multidisciplinary group projects.
- 4.5 To expose students to real-world case studies, expert insights, and best practices in innovation and sustainability

Course Content	Weightage	Contact hours	Pedagogy
<p><b>Unit 1 Introduction to Entrepreneurship:</b> Understanding the concept, need, myths, and types of entrepreneurship. Importance of entrepreneurship in innovation and problem-solving.</p>	10%	3	Expert talks, brainstorming sessions, and case studies.
<p><b>Unit 2 Idea Generation and Feasibility Study:</b></p> <p>Stages of POC, TRL, MRL, , developing Minimum Viable Products (MVP), assessing product-market fit, and pricing strategies.</p>	20%	6	Interactive mentoring sessions, group brainstorming, and discussions.
<p><b>Unit 3 Values, Ethics, and Standards:</b> Importance of values in professional and personal growth. Sustainable solutions, eco-friendly systems, and understanding of BIS standards and their role in innovation and industry.</p>	10%	3	Expert talks and group discussion



<p><b>Unit 4: Tinkering and Prototyping:</b></p> <p>Hands-on project work in groups to develop solutions for identified problems. Projects will include:</p>	50%	15	Practical tinkering sessions, faculty
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<p>Physical Prototypes for engineering and science students.</p> <p>Conceptual Modules (e.g., software, programs) for IT students.</p> <p>Business Cases or Models for management students.</p> <p>Students will work closely with faculty mentors to brainstorm, design, and create functional prototypes or models.</p>			mentoring
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<b>Learning Resources</b>	
1.	Textbook: N/A – The course relies on expert experiential learning and practical activities.
2.	<p>Reference books</p> <ol style="list-style-type: none"> <li>1. "The Lean Startup" by Eric Ries</li> <li>2. "Zero to One" by Peter Thiel</li> <li>3. "Intellectual Property Rights: Unleashing the Knowledge Economy" by Prabuddha Ganguli</li> </ol>
3.	<p>Journal</p> <p>Articles from Harvard Business Review and MIT Sloan Management Review.</p>



4.	Periodicals  Business Standard, Economic Times, and Forbes articles on entrepreneurship and innovation.
5.	Other Electronic resources  TED talks, and online courses on prototyping and entrepreneurship.

Sr No	Evaluation Component	Marks
<b>1</b>	<b>Continuous Evaluation Component</b>	<b>50</b>
A	Attendance	10
B	Progress Report Presentation - Problem identification, Ideation & Initial Design	15
C	Progress Report Presentation - Progress Review and Prototype Development	15
D	Expert Session Takeaway Report	10
<b>2</b>	<b>End Semester Component</b>	<b>50</b>
A	Final Project Presentation and Demonstration	30
B	Viva-Voce	20



<p><b>Course Outcomes</b></p>	<p>1. Students will understand entrepreneurial concepts, including business plans, feasibility studies, and product-market fit.</p>
	<p>2. Students will gain insights into intellectual property rights, ethical practices, and</p>
	<p>sustainability in innovation.</p>
	<p>3. Students will work effectively in teams, demonstrating collaboration, communication, and leadership skills.</p>
	<p>4. Students will connect theoretical knowledge with practical applications through expert talks and hands-on tinkering activities</p>
<p><b>Additional Information to enhance learning</b></p>	<p><b>Expert Talks:</b> Delivered by professionals and industry leaders on topics such as entrepreneurship, IPR, and sustainability.</p> <p><b>Hands-On Tinkering Projects:</b> Guided by faculty mentors, with resources provided by GUIITAR.</p>



<b>COURSE CODE BBA 301</b>	<b>COURSE NAME Cost and Management Accounting</b>	<b>SEMESTER III</b>
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Tutorial	Practical	Total Hours	Lecture	Tutorial	Practical	Total Credit
3	2	0	5	3	1	0	4

<b>Course Prerequisites</b>	Basic Information about Finance and Account Terminology
<b>Course Category</b>	Compulsory
<b>Course focus</b>	Skills
<b>Rationale</b>	<ol style="list-style-type: none"> <li>1. To familiarize the learners with the basic concepts and processes used to determine product costs and ascertain Material, Labour and Overhead costs.</li> <li>2. To enrich the knowledge of the learners in knowing and applying various tools like ratio analysis, cash flow statement, marginal costing for analyzing the financial statements for managerial information</li> <li>3. To provide with the basic understanding of budgetary control</li> <li>4. To develop the knowledge of the learners to understand and prepare</li> </ol>



	a management report.
<b>Course Revision/ Approval Date:</b>	
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<ol style="list-style-type: none"> <li>1. To Apply the financial tools in the evaluation of the various targets achievable in future</li> <li>2. To make the students employable as Finance Managers in the field of Accounting and Finance</li> <li>3. To learn about various methods of costing</li> <li>4. To decision techniques of marginal costing.</li> <li>5. To prepare a fixed and flexible budget.</li> </ol>

<b>Course Content</b>	<b>Weightage</b>	<b>Cont act Hou rs</b>
<b>Unit 1: Introduction to Cost and Management Accounting</b> Definitions, features, objectives, functions, scope, advantages and limitations. Relationship and differences between Cost accounting, Management accounting and Financial Accounting. Cost Concepts-Cost classification – Elements of cost - Preparation of cost sheet and quotation. Material cost- direct and indirect material cost, Inventory control techniques levels, EOQ, ABC analysis. Issue of materials to production methods, LIFO and Average methods. Labour cost: direct and indirect labour cost methods of payment of wages including incentive plans -Halsey and Rowan plan, Tailors Piece Rate method. Overheads: features, classification, methods of allocation and apportionment of overheads, primary and secondary distributions.	<b>25%</b>	<b>15</b>
<b>Unit 2: Marginal Costing and Budgetary Control</b>	<b>25%</b>	<b>15</b>



<p>Marginal Costing-Meaning - Importance - Marginal Cost Equation - Difference between Marginal costing and Absorption costing - Break Even Analysis and Importance - Break even chart- P/V ratio - Cost Volume Profit Analysis- Margin of Safety-Angle of Incidence- Problems in Marginal costing. Budgets - Meaning and importance - Budgetary Control-Meaning and Importance-Types of Budgets, practical problems - Flexible Budget and cash Budget,</p>		
<p><b>Unit 3 Financial Statement Analysis</b> Comparative Income Statements and Balance Sheets- Common Size Income Statements and Balance Sheet Analysis- Trend Analysis. Ratio Analysis – Introduction, Classification &amp; Interpretation of Ratios-Liquidity ratios, Solvency ratios, Proprietary ratios, Profitability ratios, Leverage ratios and Turnover ratios.</p>	<p><b>25%</b></p>	<p><b>15</b></p>
<p><b>Unit 4:Cash Flow Statement and Management Reporting</b> Introduction- Concept of Cash- Sources of cash flow Cash from operation- cash from Financing and cash from investment- Inflow and outflow of cash- Preparation of cash flow statements with adjustments. Management Reporting – Meaning and Definitions of reports- Objectives and Purpose Reports to top-level management – Reports to lower-level management- Sample Reports</p>	<p><b>25%</b></p>	<p><b>15</b></p>

Learning Resources	
<p>1.</p>	<p><b>Textbook:</b> (Latest Edition):</p> <ul style="list-style-type: none"> <li>● Arora, M. N. Cost and Management Accounting, New Delhi: Himalaya Publishing House.</li> <li>● Jain, S.P., &amp; Narang, K.L. Cost Accounting. Principles and Practice, New Delhi: Kalyani Publishers.</li> <li>●</li> </ul>
<p>2.</p>	<p><b>Reference Books:</b></p> <ul style="list-style-type: none"> <li>● Kishor, R.M. Cost and Management Accounting. New Delhi: Taxman Allied Services.</li> <li>● Pillai, R.S.N, Bagavathi, V., Cost Accounting. New Delhi: Sultan Chand.</li> <li>● Arora, M.N. Management Accounting, New Delhi: Himalaya Publishing House</li> <li>● Lal, J. Srivastav, Seema., Singh, Manisha. Cost Accounting: Test, Problems and Cases, New Delhi: Tata McGraw Hill Education</li> </ul>



3.	<p><b>Journals &amp; Periodicals:</b></p> <p><b>Journal of Accounting Research</b></p> <p>2. <b>Contemporary Accounting Research</b></p> <p>3. <b>Accounting, Organisations and Society</b></p>
4.	<p><b>Other Electronic Resources:</b></p> <p>ther Electronic Resources: <a href="http://www.onlinelibrary.wiley.com">www.onlinelibrary.wiley.com</a></p> <ul style="list-style-type: none"> <li>• <a href="https://accountinginfocus.com/managerial-accounting-2/introduction-managerial-accounting-2/what-is-managerial-accounting/">https://accountinginfocus.com/managerial-accounting-2/introduction-managerial-accounting-2/what-is-managerial-accounting/</a></li> <li>• <a href="https://www.coursera.org/lecture/accounting-for-managers/learning-objectives-and-what-is-managerial-accounting-CIrg0">https://www.coursera.org/lecture/accounting-for-managers/learning-objectives-and-what-is-managerial-accounting-CIrg0</a></li> <li>• <a href="https://www.edx.org/course/management-accounting">https://www.edx.org/course/management-accounting</a></li> <li>• <a href="https://courses.lumenlearning.com/wm-accountingformanagers/chapter/key-components-of-managerial-accounting/">https://courses.lumenlearning.com/wm-accountingformanagers/chapter/key-components-of-managerial-accounting/</a></li> </ul>

<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>	
<b>Mid Semester Marks</b>	20 marks	
<b>End Semester Marks</b>	40 marks	
<b>Continuous Evaluation 40 marks</b>	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement Activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks
	<b>Course Outcomes</b>	<p>Apply the financial tools in the evaluation of the various targets achievable in future</p> <p>Create the students employable as Finance Managers in the field of Accounting and Finance</p> <p>learn about various methods of costing</p>





	<p>Decide techniques of marginal costing. Prepare a fixed and flexible budget.</p>
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<b>COURSE CODE BBA 302</b>	<b>COURSE NAME Legal and Ethical issues in business</b>	<b>SEMESTER III</b>
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Tutorial	Practical	Total Hours	Lecture	Tutorial	Practical	Total Credit
3	2	0	5	3	1	0	4

<b>Course Prerequisites</b>	Basic knowledge of business concepts and management principles: Familiarity with general law and ethics, along with an understanding of organizational structures and business operations, will be beneficial for grasping the legal and ethical issues discussed in the course.
<b>Course Category</b>	Basic Core Course
<b>Course focus</b>	Law and ethics in business, legal principles governing contracts, sales, leases, and employment law, decision-making processes, corporate governance, and social responsibility, with a focus on global ethical dilemmas and frameworks.
<b>Rationale</b>	<ol style="list-style-type: none"> <li>1. The course aims to provide students with an understanding of key legal and ethical issues in the business context of India</li> <li>2. The course will help students analyze ethical dilemmas in business decisions</li> <li>3. The course will help the students understand the legal and regulatory aspects of business ethics that concern the financial, competitive and charitable responsibilities of organisations.</li> <li>4. The course will help the students gain knowledge about the ways in which organizational and individual factors impact business ethics</li> </ol>
<b>Course Revision/ Approval Date:</b>	



**Course Objectives  
(As per Blooms' Taxonomy)**

CO1 : Remembering the key concepts of business law, including the elements of a contract, types of contracts, and the role of business ethics in organizations.

CO2: Understanding the importance of business law and ethics in managing business operations, including the ethical challenges faced by organizations and their stakeholders.

CO3: Applying business law principles to real-world scenarios, such as contract formation, sales, leases, and liability issues in business transactions.

CO4: Analyzing ethical dilemmas in business situations, considering legal and moral perspectives to propose effective solutions.

CO5: Evaluating the impact of ethical decision-making frameworks, corporate governance, and social responsibility on business practices.

CO6: Creating ethical decision-making processes for organizations, incorporating legal considerations, ethical frameworks, and corporate social responsibility practices to resolve conflicts and ensure compliance.

Course Content	Weightage (%)	Contact hours
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<p><b>Unit 1: Introduction to Business Law</b></p> <p>Business law – definition, scope, importance of understanding the role of law in business; Elements of a contract – offer and acceptance, consideration, contractual capacity; Essentials of a valid contract; Types of contracts; Performance obligations; Types of contract breaches and remedies; Product liability and consumer protection laws; Business torts; Employment law</p>	<p><b>25%</b></p>	<p><b>15</b></p>
<p><b>Unit 2: Sales and Leases</b></p> <p>Formation of Sales Contract: Contracts for Leasing Goods, Title and Risk of loss, Performance and remedies, Warranties and Product liability; Introduction to Negotiable Instruments, Negotiability, Negotiation and Holders in due course; Liability and discharge, Bank customer Relations/Electronic Fund Transfers.</p>	<p><b>25%</b></p>	<p><b>15</b></p>
<p><b>Unit 3: Introduction to Business Ethics</b></p> <p>The definition and importance of business ethics, business ethics in the Indian context; Institutionalization of Business Ethics in the organization, benefits of Ethical Conduct in Business, Ethical Issues and Stakeholder Concerns; Social Responsibility and Regulatory Framework: Corporate social responsibility; Environment &amp; business; Model curriculum for UG Degree in BBA 76 Issues related to Business Ethics in marketing, finance &amp; human resource functions. Ethical responsibilities of multinational corporations; Ethical dilemmas facing businesses globally including issues related to discrimination, human rights, environmental impact, and intellectual property.</p>	<p><b>25%</b></p>	<p><b>15</b></p>
<p><b>Unit 4: The Ethical Decision-making Process</b></p> <p>Philosophical approaches to ethical decision making; Ethics &amp; Religious approaches; Moral &amp; Legal aspects of ethical decision making: Ethical aspects in Bhagvat Gita; Kautaliya’s Arthshastra; Swami Vivekanand on Ethics; Swami Vivekanand’s message to the youth of India; Ethical Decision Making in Organizations: Individual and Organizational Factors Influencing Ethical Decisions; Karmyog, Indian philosophy of work ethics; Kautilya’s Arthshastra; Introduction to Integral Humanism; Ethical Decision-Making Frameworks to</p>	<p><b>25%</b></p>	<p><b>15</b></p>



Improve Decision-Making Outcomes; Corporate Governance and its Impact on Ethical Decision-Making; Whistleblowing; Conflict Resolution.		
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Learning Resources	
5.	<p><b>Textbook:</b> (Latest Edition):</p> <ol style="list-style-type: none"> <li>1. Tulsian, P. C. Business and Corporate Laws. S. Chand Publishing.</li> <li>2. Fernando, A.C. Business Ethics and Corporate Governance. Pearson</li> <li>3. Bayern, S. Business Law Beyond Business. J. Corp. L., 46, 521.</li> <li>4. Vivekanand, S. To the Youth of India. Advaita Ashrama.</li> </ol>
6.	<b>Reference Books:</b>
7.	<b>Journals &amp; Periodicals:</b>
8.	<b>Other Electronic Resources:</b>

<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>	
<b>Mid Semester Marks</b>	20 marks	
<b>End Semester Marks</b>	40 marks	
<b>Continuous Evaluation</b> 40 marks	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement Activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks
	<b>Course Outcomes</b>	



<b>COURSE CODE</b> BBA303	<b>COURSE NAME</b> Human Resource Management	<b>SEMESTER</b> III
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Tutorial	Practical	Total Hours	Lecture	Tutorial	Practical	Total Credit
3	2	0	5	3	1	0	4

<b>Course Prerequisites</b>	Students enrolling in this course should have a basic understanding of management principles and organizational structures. Familiarity with fundamental business concepts, communication skills, and an interest in understanding employee behavior and workplace dynamics will help students effectively engage with the course material.
<b>Course Category</b>	Compulsory
<b>Course focus</b>	This course focuses on the strategic and operational aspects of managing people within organizations. It covers key topics such as recruitment, training and development, performance management, employee relations, and compensation. The course emphasizes aligning HR practices with organizational goals, fostering a productive work environment, and ensuring compliance with labor laws. Through case studies, role-plays, and practical exercises, students will gain the skills to address real-world HR challenges effectively.
<b>Rationale</b>	<ol style="list-style-type: none"> <li>1. The course will enable students to understand how HR plays a functional role, needed for organizational effectiveness and management.</li> <li>2. Understand the difference between the functional and strategic roles of HR</li> <li>3. Students will analyse the need for HR planning, Innovation, use of technology, and sector-specific HR needs</li> <li>4. Understand the innovation in HRM and best practices</li> </ol>
<b>Course Revision/ Approval Date:</b>	



<b>Course Objectives (As per Blooms' Taxonomy)</b>	<p>CO1 : Remembering key concepts, terms, and principles of Human Resource Management, including staffing, training, and employee development.</p> <p>CO2: Understanding of the role of HRM in achieving organizational objectives, managing talent, and fostering employee engagement.</p> <p>CO3: Applying HRM concepts and practices to real-world situations, such as recruitment, performance management, and conflict resolution within organizations.</p> <p>CO4: Analyzing HR data and practices to identify organizational needs, assess employee performance, and evaluate the effectiveness of HR policies.</p> <p>CO5: Evaluating the impact of HR strategies on organizational performance, employee satisfaction, and overall business success.</p> <p>CO6: Creating HR strategies, policies, and programs to address specific organizational challenges, enhance workforce productivity, and ensure legal compliance.</p>
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Course Content	Weightage	Contact hours
<b>Unit 1: The Nature of HRM</b> Human Resource Management—An Introduction; Human Resource Business Partnership HRM; HRM policies, HRM in a globally competitive environment; Functional HRM; strategic human resource management	<b>25%</b>	<b>15</b>
<b>Unit 2: Plan, Acquire, Develop, Career Management</b> Employee life cycle approach, Human Resource Planning; Recruitment and Selection; Training and Development; Competency Management; Career Management Talent Management, Managing the GIG employees and Virtual employees and team	<b>25%</b>	<b>15</b>
<b>Unit 3: Engagement, Performance, compensation management, Industrial Relations, Compliance, Employment relations</b>	<b>25%</b>	<b>15</b>



Changing nature of Employee Engagement; Performance Management; Compensation and Benefits; Compensation for Special Groups, Industrial Relations; Workplace Laws and Regulations; Employment Relations		
<b>Unit 4: Technology, HR Analytics, Innovation</b> Human Resource Information and Analytics; Human Resource Management Innovations; Human Resource Management in Small and Medium Enterprises; Human Resource Management in the Service Sector, Organization Transformation and the Human Resource Leadership; Diversity, Equity and Inclusion; Workplace Wellness, sustainability goals and HRM, Green HRM and challenges.	<b>25%</b>	<b>15</b>





Learning Resources	
1.	<p><b>Textbook:</b> (Latest Editions):</p> <ol style="list-style-type: none"> <li>1. DeNisi, A.S., Griffin, R.W and Sarkar, Anita Human Resource Management, Cengage Learning</li> <li>2. Sengupta Amitabha, Human Resource Management: Concepts, Practices, and New Paradigms</li> <li>3. Cascio, Wayne F., Managing Human Resources, Tata McGraw Hill, New Delhi</li> <li>4. DeCenzo, David A, and Stephan P. Robbins, Fundamentals of Human Resource Management, Wiley India, New Delhi</li> <li>5. Bhattacharyya, Dipak Kumar, Human Resource Management, Excel Books, New Delhi</li> </ol>
2.	<b>Reference Books:</b>
3.	<b>Journals &amp; Periodicals:</b>
4.	<b>Other Electronic Resources:</b>

Evaluation Scheme	Total Marks: 100								
Mid Semester Marks	20 marks								
End Semester Marks	40 marks								
<b>Continuous Evaluation</b> 40 marks	<table border="1"> <tr> <td>Class Participation</td> <td>10 marks</td> </tr> <tr> <td>Quiz</td> <td>5 marks</td> </tr> <tr> <td>Skill Enhancement Activities/ Case Study/ Research Paper</td> <td>15 marks</td> </tr> <tr> <td>Presentation</td> <td>10 marks</td> </tr> </table>	Class Participation	10 marks	Quiz	5 marks	Skill Enhancement Activities/ Case Study/ Research Paper	15 marks	Presentation	10 marks
	Class Participation	10 marks							
	Quiz	5 marks							
	Skill Enhancement Activities/ Case Study/ Research Paper	15 marks							
	Presentation	10 marks							
<b>Course Outcomes</b>	<ol style="list-style-type: none"> <li>1. Gain the ability to design and implement effective HR strategies that align with organizational goals and improve employee performance and engagement.</li> <li>2. Acquire hands-on experience in HR</li> </ol>								



	<p>functions such as recruitment, training, performance management, and employee relations through real-world case studies and practical exercises.</p> <p>3. Develop the skills to critically assess and evaluate HR practices and their impact on organizational success, employee satisfaction, and retention.</p>
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<b>COURSE CODE</b> MDE 301	<b>COURSE NAME</b> Indian Systems of Health and Wellness	<b>SEMESTER</b> III
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Teaching Scheme (Hours)				Teaching Credit			
Lectures	Tutorial	Practica l	Total Hours	Lecture s	Tutorial	Practica l	Total Credit
1	2	0	3	1	1	0	2

<b>Course Prerequisites</b>	Basic understanding of health, wellness, and cultural studies. Familiarity with the concepts of traditional medicine and holistic health approaches
<b>Course Category</b>	Compulsory
<b>Course focus</b>	Exploring ancient Indian health systems, including Ayurveda, yoga, naturopathy, and traditional wellness practices for maintaining physical, mental, and spiritual well-being.
<b>Rationale</b>	<ol style="list-style-type: none"> <li>1. To understand the importance of a healthy lifestyle</li> <li>2. To familiarize students with physical and mental health</li> <li>3. To create an awareness of various lifestyle-related diseases</li> <li>4. To provide an understanding of stress management</li> </ol>
<b>Course Revision/ Approval Date:</b>	
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<p>CO1 : Remembering Recall the historical foundations and key principles of various Indian systems of health and wellness, such as Ayurveda, Yoga, Unani, and Siddha.</p> <p>CO2: Understanding Explain the relationship between mind, body, and spirit in the context of Indian wellness traditions.</p> <p>CO3: Applying Apply Ayurvedic principles to daily lifestyle and nutrition choices for optimal health and wellness.</p> <p>CO4: Analyzing Analyze the role of Indian systems of health in promoting wellness in modern society.</p>



	<p>CO5: Evaluating Evaluate the effectiveness of Indian wellness practices in addressing modern health challenges.</p> <p>CO6: Creating Design a wellness plan integrating practices from Ayurveda, Yoga, Unani, or Siddha for personal or community health.</p>
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Course Content	Weightage	Contact hours
<p><b>Unit 1: Introduction to Health &amp; Wellness</b></p> <ul style="list-style-type: none"> <li>● Definition of Health</li> <li>● Importance of health in everyday life</li> <li>● Components of health – physical, social, mental, spiritual and its relevance</li> <li>● Concept of wellness</li> <li>● Mental health and wellness</li> <li>● Determinants of health behaviour</li> </ul>	<b>25%</b>	<b>7</b>
<p><b>Unit 2: Mind Body and Well-Being</b></p> <ul style="list-style-type: none"> <li>● Mind-body connection in health – concept and relation</li> <li>● Implications of mind-body connection</li> <li>● Wellbeing – why it matters?</li> <li>● Digital wellbeing</li> </ul>	<b>25%</b>	<b>8</b>
<p><b>Unit 3: Deficiency &amp; Diseases</b></p> <ul style="list-style-type: none"> <li>● Malnutrition, undernutrition and overnutrition</li> <li>● Body system and common diseases</li> <li>● Sedentary lifestyle and risk of disease</li> <li>● Modern lifestyle and associated health risks</li> </ul>	<b>25%</b>	<b>7</b>
<p><b>Unit 4: Indian system of well being</b></p> <ul style="list-style-type: none"> <li>● Health beliefs of India</li> <li>● Health systems in India – AYUSH.</li> <li>● Perspective of Indigenous people towards health</li> <li>● Happiness and well-being in India</li> </ul>	<b>25%</b>	<b>8</b>

Learning Resources
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1.	<b>Textbook:</b> (Latest Editions): <ul style="list-style-type: none"> <li>Indian Systems of Health and Wellness by Dr. Chandan Raj SM, Rashmin MG Prakash Publication</li> </ul>
2.	<b>Reference Books:</b> <ul style="list-style-type: none"> <li>Carr, A. Positive Psychology: The science of happiness and human strength. UK: Routledge</li> <li>C. Nyambichu &amp; Jeff Lumiri, Lifestyle Disease: Lifestyle Disease management</li> </ul>
3.	<b>Journals &amp; Periodicals:</b> <ul style="list-style-type: none"> <li>Indian Journal of Health and Wellbeing (IJHW)</li> <li>Journal of Ayurveda and Holistic Medicine (JAHM)</li> <li>Journal of Indian System of Medicine</li> </ul>
4.	<b>Other Electronic Resources:</b> <ul style="list-style-type: none"> <li>Traditional Knowledge Digital Library (TKDL):</li> <li>AYUSH Digital Initiatives</li> <li>eBooks - NML-ERMED Consortium</li> </ul>

<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>								
<b>Mid Semester Marks</b>	20 marks								
<b>End Semester Marks</b>	40 marks								
<b>Continuous Evaluation</b> <b>40 marks</b>	<table border="1"> <tr> <td>Class Participation</td> <td>10 marks</td> </tr> <tr> <td>Quiz</td> <td>5 marks</td> </tr> <tr> <td>Skill Enhancement Activities/ Case Study/ Research Paper</td> <td>15 marks</td> </tr> <tr> <td>Presentation</td> <td>10 marks</td> </tr> </table>	Class Participation	10 marks	Quiz	5 marks	Skill Enhancement Activities/ Case Study/ Research Paper	15 marks	Presentation	10 marks
	Class Participation	10 marks							
	Quiz	5 marks							
	Skill Enhancement Activities/ Case Study/ Research Paper	15 marks							
	Presentation	10 marks							
<b>Course Outcomes</b>	<p>After Completion of the Course the students will be able to:</p> <ul style="list-style-type: none"> <li>Gain an in-depth understanding of the historical and philosophical foundations of Indian systems of health and wellness, such as Ayurveda, Yoga, Naturopathy, and Siddha, and how these systems promote holistic well-being.</li> <li>Apply Ayurvedic concepts to contemporary health and wellness practices, including personalized diet plans, lifestyle modifications, and the use of herbs and natural remedies for preventive healthcare.</li> <li>Develop the ability to incorporate yoga and meditation techniques for physical and mental health, understanding their therapeutic benefits for stress management, mental clarity, and overall wellness.</li> </ul>								



	<ul style="list-style-type: none"> <li>Gain insights into how Indian systems of health and wellness advocate for sustainable, natural practices that emphasize balance in diet, physical activity, and mental health, and learn how to integrate these principles into modern healthcare and wellness initiatives.</li> </ul>
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<b>COURSE CODE</b> SEC 301	<b>COURSE NAME</b> Management Information System (MIS)	<b>SEMESTER</b> III
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Teaching Scheme (Hours)				Teaching Credit			
Lectures	Tutorial	Practical	Total Hours	Lectures	Tutorial	Practical	Total Credit
2	0	8	10	2	0	4	4

<b>Course Prerequisites</b>	Basic understanding of business operations and management. Familiarity with basic concepts of information technology and systems.
<b>Course Category</b>	
<b>Course focus</b>	<ul style="list-style-type: none"> <li>Fundamentals of Management Information Systems (MIS).</li> <li>Database management systems and their applications.</li> <li>Information system applications such as DSS, knowledge management, and e-business.</li> <li>Project management and its role in information systems.</li> <li>Emerging business trends such as outsourcing, e-commerce, and digital economy.</li> </ul>
<b>Rationale</b>	The course aims to provide students with comprehensive knowledge and practical skills in managing information systems (MIS), database management, information system applications, and project management using modern tools and methodologies. Students will learn to analyze, design, and implement effective MIS solutions in various business contexts.



<b>Course Revision/ Approval Date:</b>	
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<p>CO1 : <b>Remembering</b>: Define the basic concepts of MIS, DBMS, and emerging business trends.</p> <p>CO2: <b>Understanding</b>: Explain the components of IT infrastructure and the role of MIS in decision-making and business processes.</p> <p>CO3: <b>Applying</b>: Apply project management methodologies and agile techniques (e.g., SCRUM) to information systems.</p> <p>CO4: <b>Analyzing</b>: Analyze the structure of database management systems and evaluate their role in data processing and information management.</p> <p>CO5: <b>Evaluating</b>: Assess the advantages and limitations of new technologies and business models such as e-commerce, BPO, and KPO.</p> <p>CO6: <b>Creating</b>: Design and implement a project management information system using agile methodologies, focusing on risk control and ethical considerations.</p>

<b>Course Content</b>	<b>Weightage</b>	<b>Contact hours</b>
<p><b>Unit 1: Fundamentals concepts of MIS</b></p> <p>Basics concepts of MIS/ Types of MIS, Dimension and components of IS, Benefits of MIS, IT infrastructure, and IT infrastructure evolution, Components of IT infrastructure, New approaches for system building in the digital firm era</p>	<b>25%</b>	<b>15</b>
<p><b>Unit 2: Database management system:</b></p> <p>Objectives of database approach- Characters of database Management systems data processing system- Components of DBMS packages - Database administration- Entity – Relationship (conceptual)</p>	<b>25%</b>	<b>15</b>



<p><b>Unit 3: Information system applications:</b></p> <p>MIS applications, DSS – GDSS - DSS applications in E enterprise - Knowledge Management System and Knowledge-Based Expert System - Enterprise Model System and E-Business, E-Commerce, E-communication, Business Process Reengineering.</p>	<p><b>25%</b></p>	<p><b>15</b></p>
<p><b>Unit 4: Managing Projects</b></p> <p>Objectives of project management, Fundamentals of project management information systems with agile methodologies -Introduction of SCRUM, Roles and meetings, User stories, Project risk, Controlling risk factors, Ethical, social, and political issues in the information era.</p>	<p><b>25%</b></p>	<p><b>15</b></p>

Learning Resources	
<p>1.</p>	<p><b>Textbook:</b> (Latest Editions):</p> <ol style="list-style-type: none"> <li>1. Laudon, K. C., &amp; Laudon, J. P.. Management information systems: managing the digital firm. Fifteenth Edition. Pearson.</li> <li>2. Coronel, C., &amp; Morris, S.. Database systems: design, implementation, &amp; management. Cengage Learning.</li> <li>3. Olson, D. . Information systems project management (First;1; ed.). US: Business Expert Press.</li> <li>4. Schiel, J. The ScrumMaster Study Guide. Auerbach Publications.</li> <li>5. The Scrum Master Guidebook: A Reference for Obtaining Mastery" , CHANDAN LAL PATARY</li> <li>6. Scrum: The Art of Doing Twice the Work in Half the Time", Jeff Sutherland, J.J. Sutherland</li> <li>7. Stair, R., &amp; Reynolds, G. Fundamentals of information systems. Cengage Learning.</li> </ol>
<p>2.</p>	<p><b>Reference Books:</b></p> <p><b>Management Information Systems: Managing the Digital Firm</b> by Kenneth C. Laudon &amp; Jane P. Laudon</p> <p><b>Database Management Systems</b> by Raghu Ramakrishnan and Johannes Gehrke</p> <p><b>Information Systems for Managers: Texts and Cases</b> by G. Shainesh, V. G. Narayan</p> <p><b>Modern Project Management: Providing the Skills to Lead Projects to Success</b> by James P. Lewis</p>





	<b>E-Commerce 2020: Business, Technology, Society</b> by Kenneth C. Laudon & Carol Guercio Traver
3.	<b>Journals &amp; Periodicals:</b> <b>Journal of Management Information Systems</b> <a href="https://www.jmis-web.org/">https://www.jmis-web.org/</a> <b>Information Systems Research</b> <a href="https://pubsonline.informs.org/journal/isre">https://pubsonline.informs.org/journal/isre</a>  <b>MIS Quarterly</b> <a href="https://misq.aisnet.org/">https://misq.aisnet.org/</a>  <b>Journal of Database Management</b> <a href="https://www.igi-global.com/journal/journal-database-management/1134">https://www.igi-global.com/journal/journal-database-management/1134</a>  <b>International Journal of Project Management</b> <a href="https://www.journals.elsevier.com/international-journal-of-project-management">https://www.journals.elsevier.com/international-journal-of-project-management</a>
4.	<b>Other Electronic Resources:</b> <b>Google Scholar</b> <a href="https://scholar.google.com/">https://scholar.google.com/</a> <b>ScienceDirect</b> <a href="https://www.sciencedirect.com/">https://www.sciencedirect.com/</a> <b>IEEE Xplore Digital Library</b> <a href="https://ieeexplore.ieee.org/">https://ieeexplore.ieee.org/</a> <b>JSTOR</b> <a href="https://www.jstor.org/">https://www.jstor.org/</a> <b>ResearchGate</b> <a href="https://www.researchgate.net/">https://www.researchgate.net/</a>



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<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>								
<b>Mid Semester Marks</b>	20 marks								
<b>End Semester Marks</b>	40 marks								
<b>Continuous Evaluation 40 marks</b>	<table border="1"> <tr> <td>Class Participation</td> <td>10 marks</td> </tr> <tr> <td>Quiz</td> <td>5 marks</td> </tr> <tr> <td>Skill Enhancement Activities/ Case Study/ Research Paper</td> <td>15 marks</td> </tr> <tr> <td>Presentation</td> <td>10 marks</td> </tr> </table>	Class Participation	10 marks	Quiz	5 marks	Skill Enhancement Activities/ Case Study/ Research Paper	15 marks	Presentation	10 marks
	Class Participation	10 marks							
	Quiz	5 marks							
	Skill Enhancement Activities/ Case Study/ Research Paper	15 marks							
	Presentation	10 marks							
<b>Course Outcomes</b>	<p><b>Understand</b> the core concepts of Management Information Systems (MIS), database management, and emerging business trends.</p> <p><b>Apply</b> knowledge of MIS and database systems to enhance decision-making and streamline business operations.</p> <p><b>Analyze</b> the role of information systems in project management, including the use of agile methodologies and risk control strategies.</p> <p><b>Evaluate</b> the impact of technological advancements like e-commerce, BPO, and KPO on modern business practices and management strategies.</p>								



<b>COURSE CODE</b> VACC301	<b>COURSE NAME</b> Yoga and Physical fitness	<b>SEMESTER</b> III
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Teaching Scheme (Hours)				Teaching Credit			
Lectures	Tutorial	Practical	Total Hours	Lectures	Tutorial	Practical	Total Credit
0	0	8	8	0	0	4	2

<b>Course Prerequisites</b>	Physical
<b>Course Category</b>	Compulsory
<b>Course focus</b>	Skills
<b>Rationale</b>	<ul style="list-style-type: none"> <li>● Understand yoga's significance and its practical applications for holistic well-being.</li> <li>● Explore subtle energy systems and their role in enhancing health through yogic practices.</li> <li>● Examine various paths of yoga to foster self-realization and spiritual growth.</li> <li>● Master the Eight Limbs of Yoga for physical, mental, and spiritual harmony.</li> <li>● Apply yogic principles to manage psycho-somatic ailments and promote resilience.</li> </ul>
<b>Course Revision/ Approval Date:</b>	



<b>Course Objectives (As per Blooms' Taxonomy)</b>	CO1 : Remembering CO2: Understanding CO3: Applying CO4: Analyzing CO5: Evaluating CO6: Creating
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Course Content	Weightage	Contact hours
<b>Unit 1:</b> <ul style="list-style-type: none"> <li>● Yoga: Meaning and definition</li> <li>● Importance of yoga in 21st century</li> <li>● Introduction to Yogic Anatomy and Physiology</li> <li>● Yoga &amp; sports, Yoga for healthy lifestyle</li> <li>● Types of Yoga: - Hatha yaga, laya yoga, mantra yoga,</li> <li>● bhakti yoga, karma yoga, jnana yoga, raj yoga</li> <li>● Study of Chakras, Koshas, Pranas, Nadis, Gunas, Vayus and its application in Yogic practices.</li> <li>● Ashtang Yoga: - Yama, niyama, asana, pranayama, Pratyahar, dharna, dhyan, Samadhi : Benefits, Utilities &amp; their psychological impact on body and mind. According to yoga concept of normality in modern psychology, concept of personality &amp; its development, yogic management of psycho-somatic ailments: frustration, anxiety, depression</li> </ul>		
<b>Unit 2:</b> <ul style="list-style-type: none"> <li>● Sports for Physical Fitness: Meaning and definition</li> <li>● Physical Activity – Concept, Benefits of Participation in Physical Activities</li> <li>● Components and Significance of Physical Fitness -Health, Skill and Cosmetic Fitness</li> </ul>		



<ul style="list-style-type: none"> <li>● Types of Physical Activities – Walking, Jogging, Running, Calisthenics, Rope Skipping, Cycling, Swimming, Circuit Training, Weight training, Adventure Sports</li> <li>● Principles of Physical Fitness, Warming Up, Conditioning, Cooling Down, Methods to Develop and Measure Health and Skill related components of Physical Fitness</li> <li>● Measurement of Health Related Physical Fitness (HRPF)</li> </ul>		
<p><b>Unit 3:</b></p> <ul style="list-style-type: none"> <li>● Physical Wellness: Concept, Components</li> <li>● Types of wellness: psychological, social, emotional, and spiritual.</li> <li>● Significance with reference to Positive Lifestyle 2.2</li> <li>● Concepts of Quality of Life and Body Image</li> <li>● Factors affecting Wellness</li> <li>● Wellness Programmes</li> </ul>		
<p><b>Unit 4: Nutrition and Weight Management</b></p> <ul style="list-style-type: none"> <li>● Concept of Nutrients, Nutrition, Balanced Diet, Dietary Aids and Gimmicks</li> <li>● Energy and Activity- Calorie Intake, Energy Balance Equation</li> <li>● Obesity - Concept, Causes, Obesity-Related Health Problems</li> <li>● Weight Management through Behavioural Modifications</li> </ul>		

Learning Resources	
1.	<p><b>Textbook:</b> (Latest Editions):</p> <ul style="list-style-type: none"> <li>• Anand O P. Yog Dawra Kaya Kalp. Sewasth Sahitya Perakashan. Kanpur.</li> <li>• Brown, J.E. Nutrition Now Thomson-Wadsworth.</li> <li>• Corbin et.al. Fitness &amp; Wellness-Concepts. McGraw Hill. Publishers. New York. U.S.A</li> <li>• Corbin, C. B., G. J. Welk, W. R Corbin, K. A. Welk, Concepts of Physical Fitness: Active Lifestyle for Wellness. McGraw Hill, New York, USA.</li> <li>• Hoeger, W W K and S.A. Hoeger. Principles and Labs for Fitness and Wellness, Thomson Wadsworth, California, USA.</li> <li>• Hoeger, W.W. &amp; S. Hoeger Fitness and Wellness. 7th Ed. Thomson Wadsworth, Boston, USA.</li> <li>• Kamlesh, M. L. &amp; Singh, M. K., Physical Education (Naveen Publications).</li> <li>• Kansal, D.K. Text book of Applied Measurement, Evaluation &amp; Sports Selection. Sports &amp;</li> </ul>



	<p>Spiritual Science Publications, New Delhi.</p> <ul style="list-style-type: none"> <li>• Kumari, Sheela, S., Rana, Amita, and Kaushik, Seema,, Fitness, Aerobics and Gym Operations, Khel Sahitya, New Delhi</li> <li>• Lumpkin, A. Introduction to Physical Education, Exercise Science and Sports Studies, McGraw Hill, New York, U.S.A.</li> <li>• Sarin N) Yoga Dawara Rogon Ka Upchhar.Khel Sahitya Kendra</li> <li>• Savard, M. and C. Svec The Body Shape Solution to Weight Loss and Wellness: The Apples &amp; Pears Approach to Losing Weight, Living Longer, and Feeling Healthier. Atria Books, Sydney, Australia.</li> <li>• Siedentop, D. Introduction to Physical Education, Fitness and Sport, McGraw Hill Companies Inc., New York, USA. • Sri Swami Ramas. Breathing. Sadhana Mandir Trust.Rishikesh. • Swami Ram Yoga &amp; Married Life Sadhana Mandir Trust. Rishikesh</li> </ul>
2.	<b>Reference Books:</b>
3.	<b>Journals &amp; Periodicals:</b>
4.	<b>Other Electronic Resources:</b>

<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>	
<b>Mid Semester Marks</b>	20 marks	
<b>End Semester Marks</b>	40 marks	
<b>Continuous Evaluation 40 marks</b>	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement Activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks
	<b>Course Outcomes</b>	



<b>COURSE CODE</b> VACC302	<b>COURSE NAME</b> Sports	<b>SEMESTER</b> III
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Teaching Scheme (Hours)				Teaching Credit			
Lectures	Tutorial	Practical	Total Hours	Lectures	Tutorial	Practical	Total Credit
0	0	8	8	0	0	4	2

<b>Course Prerequisites</b>	
<b>Course Category</b>	
<b>Course focus</b>	
<b>Rationale</b>	<ul style="list-style-type: none"> <li>● Understand the fundamental principles and concepts of sports management, including its scope, organizational structure, and ethical considerations.</li> <li>● Analyse the role of marketing and sponsorship in the sports industry, with a focus on branding, target audience segmentation, and event management.</li> <li>● Develop proficiency in financial management techniques specific to the sports industry, including revenue generation, cost management, and investment strategies.</li> <li>● Apply theoretical knowledge to practical scenarios through case studies and projects, fostering critical thinking and problem-solving skills in sports management contexts.</li> <li>● Explore the application of analytics and technology in sports, including performance evaluation, strategic decision-making, and fan engagement.</li> </ul>
<b>Course Revision/ Approval Date:</b>	



<b>Course Objectives (As per Blooms' Taxonomy)</b>	CO1 : Remembering CO2: Understanding CO3: Applying CO4: Analyzing CO5: Evaluating CO6: Creating
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Course Content	Weightage	Contact hours
<b>Unit 1: Introduction to Physical Education in The Contemporary Context (Any Two)</b> Learn and demonstrate the technique of Surya Namaskar Develop Physical Fitness through Calisthenics / Aerobics / Circuit-Training / Weight-Training and demonstrate the chosen activity Select any one game available in the college and learn different techniques involved in its play		
<b>Unit 2: Core Physical Education-: Fitness, Wellness and Nutrition (Any Two)</b> Measurement of Fitness Components – Leg-raise for Minimal Strength (Muscular Strength); Situps Muscular Endurance); Harvard Step Test, Run and Walk Test (Cardiovascular Endurance); Sit and Reach Test (Flexibility) Measuring height, weight, waist circumference and hip circumference Calculation of BMI (Body Mass Index) and Waist-Hip Ratio Engage in at least one wellness programme and write a report on it		





<p><b>Unit 3:Core Physical Education-: Posture, Athletic Care and First Aid (Any Two)</b></p> <p>Demonstrate Stretching and Strengthening Exercises for Kyphosis, Scoliosis, Lordosis, Knock Knees, Bow Legs, Flat Foot, Back Pain and Neck Pain Illustration and Demonstration of Active and Passive Exercises Asanas with Therapeutic Value (Any five asanas): Karnapeedasana, Padmasana, Dhanurasana, Sarvangasana, Paschimottanasana, Chakrasana, Halasana, Matsyasana, Ardhamatsyendrasana, Usthrasana, Mayurasana, Shirshasana, Vajrasana, Practice P.R.I.C.E. in First Aid.</p>		
<p><b>Unit 4: Sports Administration &amp; Management (Any Two)</b></p> <ul style="list-style-type: none"> <li>• Demonstration of Supervision activities in Sports Management.</li> <li>• Demonstration of skills of Management.</li> <li>• Demonstration of fixtures of various kinds in sports competitions.</li> <li>• Demonstration of technical and non-technical purchase procedure</li> </ul>		

<p><b>Learning Resources</b></p>	
<p>1.</p>	<p><b>Textbook:</b> (Latest Editions):</p> <ol style="list-style-type: none"> <li>1. Teaching Children Physical Education: Becoming a Master Teacher. Graham, G., Human Kinetics, Champaign, Illinois, USA.</li> <li>2. Concepts of Physical Fitness: Active Lifestyle for Wellness, Corbin, C. B., G. J. Welk, W. R Corbin, K. A. Welk, McGraw Hill, New York, USA.</li> <li>3. Teaching Today Health, Anspaugh, D.J., G. Ezell and K.N. Goodman, Mosby Publishers.</li> <li>4. Drug Education Handbook on Drug Abuse in Sports, Beotra, Alka, Applied Nutrition Sciences, Mumbai</li> <li>5. Sports Facility Management, Ammon,R., Southall, R.M. and Blair, D.A., West Virginia, USA: Fitness Information Technology Publishers</li> </ol>
<p>2.</p>	<p><b>Reference Books:</b></p>
<p>3.</p>	<p><b>Journals &amp; Periodicals:</b></p>



4.

**Other Electronic Resources:**

<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>	
<b>Mid Semester Marks</b>	20 marks	
<b>End Semester Marks</b>	40 marks	
<b>Continuous Evaluation</b> <b>40 marks</b>	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement Activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks
	<b>Course Outcomes</b>	



<b>COURSE CODE</b> VACC303	<b>COURSE NAME</b> Physical Education, Health and Sports	<b>SEMESTER</b> III
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Teaching Scheme (Hours)				Teaching Credit			
Lectures	Tutorial	Practica l	Total Hours	Lecture s	Tutorial	Practica l	Total Credit
0	0	8	8	0	0	4	2

<b>Course Prerequisites</b>	
<b>Course Category</b>	
<b>Course focus</b>	
<b>Rationale</b>	
<b>Course Revision/ Approval Date:</b>	
<b>Course Objectives (As per Blooms' Taxonomy)</b>	CO1 : Remembering CO2: Understanding CO3: Applying CO4: Analyzing CO5: Evaluating CO6: Creating



Course Content	Weightage	Contact hours
<b>Unit 1:Physical Education</b> Concept of physical education, its relation with technical education, health and recreation Scope and importance of physical education		
<b>Unit 2:Health</b> Concept and factors affecting health Physical Fitness-Concepts and factors affecting physical fitness, sources of fitness Types of physical fitness, Elements of fitness-speed strength, power, endurance, flexibility, agility; Warming up and cooling down		
<b>Unit 3: Posture</b> Concept and values of good posture Causes of poor posture; Postural deformities, their causes and remedies		
<b>Unit 4: Sports (Practical)</b> Every student shall opt minimum of three athletics events. Each student shall opt minimum one game major/minor i.e. athletics, badminton, basketball, cricket, football, table tennis, volleyball, kabaddi, Lawn Tennis, Chess; Participation in mini marathon, annual athletics meet, physical fitness and cardiorespiratory efficiency test		

Learning Resources	
1.	<b>Textbook:</b> (Latest Editions): 1. `Fitness through Aerobics, Bishop, J.G., Benjamin Cummings USA. 2. Physical Activity and Health: An Interactive Approach, Brown K.M., Jones and Bartlett Publisher 3. Sponsorship in marketing: Effective communications through sports, arts and events, Cornwell. T.B, Routledge Publishers 4. Sports Marketing: A Practical Approach, DeGarris, L., Routledge Publishers, USA
2.	<b>Reference Books:</b>
3.	<b>Journals &amp; Periodicals:</b>
4.	<b>Other Electronic Resources:</b>



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<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>	
<b>Mid Semester Marks</b>	20 marks	
<b>End Semester Marks</b>	40 marks	
<b>Continuous Evaluation</b> 40 marks	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement Activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks
<b>Course Outcomes</b>		



<b>COURSE CODE</b> VACC304	<b>COURSE NAME</b> National Cadet Corps (NCC)	<b>SEMESTER</b> III
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Teaching Scheme (Hours)				Teaching Credit			
Lectures	Tutorial	Practical	Total Hours	Lectures	Tutorial	Practical	Total Credit
0	0	8	8	0	0	4	2

<b>Course Prerequisites</b>	
<b>Course Category</b>	
<b>Course focus</b>	
<b>Rationale</b>	<ol style="list-style-type: none"> <li>1. Understand the foundational role of drill in fostering discipline and leadership within a group, enabling effective command towards achieving common goals.</li> <li>2. Appreciate the importance of grace and dignity in executing foot drill movements, recognizing their significance in enhancing performance and teamwork.</li> <li>3. Comprehend the criticality of weapon handling and detailed safety measures, emphasizing the importance of accident prevention through strict adherence to safety protocols.</li> <li>4. Develop an awareness of diverse terrain types and their strategic significance in battle craft, enabling informed decision-making and effective utilization of terrain features for tactical advantage.</li> </ol>
<b>Course Revision/ Approval Date:</b>	



<b>Course Objectives (As per Blooms' Taxonomy)</b>	CO1 : Remembering CO2: Understanding CO3: Applying CO4: Analyzing CO5: Evaluating CO6: Creating
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Course Content	Weightage	Contact hours
<b>Unit 1:</b> Overview of NCC, its history, aims, objectives, and organizational structure, Incentives and duties associated with NCC cadetship; Maneuvers: Foot drill, Word of Command, Attention, and stand at ease, and Advanced maneuvers like turning and sizing; Parade formations: Parade line, open line, and closed line; Saluting protocols, parade conclusion, and dismissal procedures. Marching styles: style march, double time march, and slow march		
<b>Unit 2:</b> Weapon Training, Handling firearms, Introduction and characteristics of the .22 rifle; Handling Firearm techniques, emphasizing safety protocols and Best practices.		
<b>Unit 3:</b> Map Reading (MR): Topographical forms and technical terms, including relief, contours, and gradients, crucial for understanding terrain features; Cardinal points , magnetic variation and grid convergence		



<b>Unit 4:</b> Field Craft & Battle Craft (FC & BC): Fundamental principles and techniques essential for effective field and battle craft operations; Methods of judging distance, including estimation, pacing, and visual cues		
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Learning Resources	
1.	<b>Textbook:</b> (Latest Editions): <ul style="list-style-type: none"> <li>● DGNCC Cadet's Hand Book - Common Subjects -All Wings</li> <li>● Tiwari, R. NCC: Grooming Feeling of National Integration, Leadership and Discipline among Youth. Edwin Incorporation.</li> <li>● Chhetri, R.S. Grooming Tomorrows Leaders, The National Cadet Corps.</li> <li>● Directorate General National Cadet Corps . National Cadet Corps, Youth in Action.</li> <li>● Vanshpal, Ravi, The NCC Days, Notion Press</li> </ul>
2.	<b>Reference Books:</b>
3.	<b>Journals &amp; Periodicals:</b>
4.	<b>Other Electronic Resources:</b>

<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>	
<b>Mid Semester Marks</b>	20 marks	
<b>End Semester Marks</b>	40 marks	
<b>Continuous Evaluation</b> <b>40 marks</b>	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement Activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks
	<b>Course Outcomes</b>	





<b>COURSE CODE</b> VACC305	<b>COURSE NAME</b> National Service Scheme (NSS)	<b>SEMESTER</b> III
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Teaching Scheme (Hours)				Teaching Credit			
Lectures	Tutorial	Practical	Total Hours	Lectures	Tutorial	Practical	Total Credit
0	0	8	8	0	0	4	2

<b>Course Prerequisites</b>	
<b>Course Category</b>	
<b>Course focus</b>	
<b>Rationale</b>	<ol style="list-style-type: none"> <li>1. To provide students with an understanding of the history, philosophy, and basic concepts of the National Service Scheme (NSS).</li> <li>2. To familiarize students with the aims, objectives, and organizational structure of NSS.</li> <li>3. To equip students with knowledge about NSS programmes, activities, and their relevance.</li> <li>4. To develop an understanding of community mobilization techniques and their importance in NSS activities.</li> <li>5. To cultivate an appreciation for volunteerism, shramdan (voluntary labor), and their role in community development initiatives.</li> </ol>
<b>Course Revision/ Approval Date:</b>	



<b>Course Objectives (As per Blooms' Taxonomy)</b>	CO1 : Remembering CO2: Understanding CO3: Applying CO4: Analyzing CO5: Evaluating CO6: Creating
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Course Content	Weightage	Contact hours
<b>Unit 1: Introduction and Basic Concepts of NSS</b> National Service Scheme (NSS) - history, philosophy, and fundamental concepts, aims and objectives, providing clarity on the organization's overarching goals. Symbols of NSS - Emblem, flag, motto, song, and badge; Organizational structure of NSS		
<b>Unit 2: NSS Programmes and Activities</b> Diverse programmes and activities conducted under the aegis of the National Service Scheme (NSS); Significance of commemorating important days recognized by the United Nations, Centre, State Government, and University; Examination of the methodology for adopting villages/slums and conducting surveys; Financial patterns of the NSS scheme		
<b>Unit 3: Community Mobilization</b> Dynamics of community mobilization within the framework of the National Service Scheme (NSS); Functioning of community stakeholders; The conceptual lens of community development.		



<p><b>Unit 4: Volunteerism and Shramdan in the Indian Context: Roles and Motivations within the NSS Framework</b></p> <p>The ethos of volunteerism and shramdan (voluntary labour) within the cultural context of India and the framework of the National Service Scheme (NSS); Motivations and constraints shaping volunteer engagement; Role of NSS volunteers in initiatives such as the Swatch Bharat Abhiyan and Digital India</p>		
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Learning Resources	
1.	<p><b>Textbook:</b> (Latest Editions):</p> <ol style="list-style-type: none"> <li>1. Ministry of Youth Affairs and Sports, Government of India. (2022). National Service Scheme (NSS) Manual.</li> <li>2. Agarwalla, S. (2021). NSS and Youth Development. Mahaveer Publications</li> <li>3. Bhattacharya, P. (2024). Stories Of NSS (English Version). Sahityasree.</li> <li>4. Borah, R. and Borkakoty, B. (2022). NSS in Socioeconomic Development. Unika Prakashan.</li> <li>5. Wondimu, H., &amp; Admas, G. (2024). The motivation and engagement of student volunteers in volunteerism at the University of Gondar. Discover Global Society, 2(1), 1-16.</li> <li>6. Saha, A. K. (2002). Extension Education–The Third Dimension Needs and Aspirations of Indian Youth. Journal of Social Sciences, 6(3), 209-214.</li> <li>7. Mills, S. (2013). “An instruction in good citizenship”: scouting and the historical geographies of citizenship education. Transactions of the Institute of British Geographers, 38(1), 120–134. <a href="http://www.jstor.org/stable/24582445">http://www.jstor.org/stable/24582445</a></li> <li>8. Mishra, S. K., Sachdev, S., Marwaha, N., &amp; Avasthi, A. (2016). Study of knowledge and attitude among college-going students toward voluntary blood donation from north India. Journal of blood medicine, 19-26.</li> <li>9. Mukherji, B. (2007). Community Development in India. Orient Longmans.</li> <li>10. History Background of NSS and its Philosophy, Aims and Objectives</li> <li>11. <a href="https://www.osmania.ac.in/NSS%20URL/9.%20%20Historical%20Background%20of%20NSS%20and%20its%20Philosophy,%20Aim.pdf">https://www.osmania.ac.in/NSS%20URL/9.%20%20Historical%20Background%20of%20NSS%20and%20its%20Philosophy,%20Aim.pdf</a></li> <li>12. In Defence of Nationalism <a href="https://www.mkgandhi.org/indiadreams/chap03.htm">https://www.mkgandhi.org/indiadreams/chap03.htm</a></li> <li>13. Unlocking Youth Potential for Nation Building: Strengthening NYKS and NSS</li> <li>14. <a href="https://www.undp.org/india/projects/strenghtening-nyks-and-nss">https://www.undp.org/india/projects/strenghtening-nyks-and-nss</a></li> </ol>



2.	<b>Reference Books:</b>
3.	<b>Journals &amp; Periodicals:</b>
4.	<b>Other Electronic Resources:</b>

<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>	
<b>Mid Semester Marks</b>	20 marks	
<b>End Semester Marks</b>	40 marks	
<b>Continuous Evaluation</b> 40 marks	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement Activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks
	<b>Course Outcomes</b>	



<b>COURSECODE</b> AECC301	<b>EntrepreneurshipDevelopment</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		2	0	0	2
<b>TotalCredits:02</b>	<b>Total Hours in semester:30</b>	<b>TotalMarks:100</b>			
1	Course Pre-requisites:DomainKnowledgebusinessandnewstartup				
2	Course Category: CBCS				
3	Course Revision/ApprovalDate:				
4	Course Objectives:				
1.Studentswilldevelopskillsforevaluating,articulating,refining,andpitchinganew product or service offering,					
2.Toacquaintthestudentswithchallengesofstartingnewventures					
3.To investigate, understand and internalize the process of setting up a business.					

<b>CourseContent</b>	<b>Weight age</b>	<b>Contacthours</b>
<b>Unit1Entrepreneurship:</b> Concept,knowledgeandskillsrequirement;characteristic of successful entrepreneurs; role of entrepreneurship in economic development; entrepreneurshipprocess; factors impacting emergence of entrepreneurship; managerial vs. entrepreneurial approach and emergence of entrepreneurship. Entrepreneurial Motivation.	20%	7 Hours
<b>Unit2:Startingtheventure:</b> Creativity and Entrepreneurship, Steps in Creativity; Product Design & Influencing Factors ( Legal, Ethical & Environmental);Generatingbusinessidea–sourcesofnew ideas, methods of generating ideas, creative problem solving,opportunityrecognition;environmentalscanning, competitor and industry analysis;	20%	5 Hours



<b>Unit3:FeasibilityStudy(Non-financialAspects)</b>	20%	5 Hours
Market feasibility, Technical feasibility, operational feasibility,Legalfeasibility,HumanResourceFeasibility, Supply Feasibility.		

<b>Unit4FeasibilityStudy(financialAspects)</b>	20%	5 Hours
Cost classification- Fixed vs. Variable; Cost Determination- Material, Labour, Overheads; Product Profitability- Concepts of Break-even, Margin of Safety, Angle of Incidence, Key-factor, Profit-Volume ratio; Balance Sheet & Profit & Loss Account- Concepts & Structure; Budgeting; Financing Schemes from Government, specially schemes for women; Venture Capital & Angel Investing.		

<b>Unit5DetailedProjectReport&amp;BusinessPlan</b>	20%	8 Hours
Project Report- components; Preparation of Business Plan; Pitching the Business Plan, Attracting Angel Investors. ( A groupofTHREEstudentswillprepareaDPR,andBusiness Plan on selected product or service in the course as a Project/Assignment)		

1. Discussiononconceptsand issuesinOperationsmanagement.
2. Casediscussioncoveringacrossfunctionalworkofproductionwithotherfunctional areas in both manufacturing and service industry.
3. Projects/Assignments/Quizzes/Classparticipation etc

<b>LearningResources</b>	
1	Textbooks:Entrepreneurship,Hisrich,RobertD.,MichaelPetersandDean Shepherded, , Tata McGraw Hill, ND



## 2 Reference Book:

1. Entrepreneurship, Brace R., and R., Duane Ireland, Pearson Prentice Hall, New Jersey (USA). 3.
2. Entrepreneurship, Lall, Madhurima, and Shikha Sahai, Excel Book, New Delhi. 4.
3. Entrepreneurship Development and Small Business Enterprises, Charantimath, Poornima, Pearson Education, New Delhi.

## 3 News Paper

1. <http://www.nptel.ac.in>
2. <http://www.ocw.mit.edu>



<b>Evaluation Scheme</b>		<b>Total Marks: 100</b>	
<b>Midsemester Marks</b>	30 Marks		
<b>End Semester Marks</b>	50 Marks		
<b>Continuous Evaluation Marks 20</b>	Attendance	5 marks	
	Quiz	5 marks	
	Skill enhancement activities/case study	5 marks	
	Presentation/miscellaneous activities	5 marks	
<b>Course Outcomes</b>	1. Understand Entrepreneurship.		
	2. Understand Business Models and Planning for Business.		
	3. Understand Operations and Management in business		





<b>COURSE CODE BBA401</b>	<b>COURSE NAME Operations Management</b>	<b>SEMESTER IV</b>
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Teaching Scheme (Hours)				Teaching Credit			
Lectures	Tutorial	Practical	Total Hours	Lectures	Tutorial	Practical	Total Credit
3	2	0	5	3	1	0	4

<b>Course Prerequisites</b>	Basic mathematics, business concepts, economics, statistics, management, communication and technology skills
<b>Course Category</b>	Basic Core Course
<b>Course focus</b>	Processes, efficiency, strategy
<b>Rationale</b>	Operations Management introduces students to the fundamental principles and practices essential for managing business operations efficiently. This course covers various production systems, process design, quality management, and emerging trends in operations management. Students will learn to optimize processes, implement quality management principles, and adapt to technological and sustainable advancements, preparing them to manage operations in a dynamic business environment.
<b>Course Revision/ Approval Date:</b>	



<b>Course Objectives (As per Blooms' Taxonomy)</b>	<p>CO1 : Remembering the fundamental concepts, terms, and processes in operations management.</p> <p>CO2: Understanding the significance of operations management and its role in aligning business strategies with operational efficiency.</p> <p>CO3: Applying the tools like flowcharts and process maps to analyze and improve operational processes.</p> <p>CO4: Analyzing process choices, layout decisions, and capacity planning to identify operational bottlenecks and areas for improvement.</p> <p>CO5: Evaluating the effectiveness of quality management principles such as TQM, Six Sigma, and Lean Manufacturing in achieving organizational goals.</p> <p>CO6: Creating innovative solutions for operational challenges using advanced technologies, sustainable practices, and global operation strategies.</p>
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Course Content	Weightage (%)	Contact hours
<b>Unit 1: Introduction to Operations Management</b> Significance of operations management in achieving organizational success by enhancing efficiency, ensuring quality, and delivering customer satisfaction, production systems, the alignment of operations with business strategies, and the key functions of operations management	<b>25%</b>	<b>15</b>
<b>Unit 2: Process Design and Analysis</b>	<b>25%</b>	<b>15</b>



Tools like flowcharts and process maps and explore various techniques for continuous improvement. Capacity planning, providing strategies to balance capacity and demand effectively, layout decisions, and the importance of space utilization, flexibility, cost, safety, and comfort.		
<b>Unit 3: Quality Management</b> Essential quality concepts, the principles of Total Quality Management (TQM), and the implementation of Six Sigma and Lean Manufacturing, various tools and techniques to enhance quality, reduce defects, and improve operational efficiency, leading to higher customer satisfaction and competitive advantage.	<b>25%</b>	<b>15</b>
<b>Unit 4: Emerging Trends in Operations Management</b> Sustainable operations, the impact of technology, and the complexities of global operations, importance of integrating sustainable practices, leveraging advanced technologies like AI and IoT, and managing operations in a global context.	<b>25%</b>	<b>15</b>

Learning Resources	
1.	<b>Textbook:</b> (Latest Edition): 1. Operations Management by William J. Stevenson 2. Operations Management: Processes and Supply Chains by Lee J. Krajewski, Manoj K. Malhotra, and Larry P. Ritzman 3. The Goal: A Process of Ongoing Improvement by Eliyahu M. Goldratt and Jeff Cox 4. Introduction to Operations and Supply Chain Management by Cecil C. Bozarth and Robert B. Handfield
2.	<b>Reference Books:</b>
3.	<b>Journals &amp; Periodicals:</b>
4.	<b>Other Electronic Resources:</b>

<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>
<b>Mid Semester Marks</b>	20 marks
<b>End Semester Marks</b>	40 marks



<b>Continuous Evaluation</b> <b>40 marks</b>	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement Activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks
<b>Course Outcomes</b>		



<b>COURSE CODE BBA402</b>	<b>COURSE NAME Financial Management</b>	<b>SEMESTER IV</b>
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Teaching Scheme (Hours)				Teaching Credit			
Lectures	Tutorial	Practical	Total Hours	Lectures	Tutorial	Practical	Total Credit
3	2	0	5	3	1	0	4

Course Prerequisites	Prerequisites for Financial Management is to include a foundational understanding of accounting principles, financial statements, balance sheets, basic mathematics percentages, ratios, and algebra, and introductory economics demand-supply, market structures
Course Category	Core subject, The Financial Management course falls under the category of Finance and Accounting, focusing on financial planning, analysis, and decision-making to optimize business resources and achieve organizational goals.
Course focus	The Financial Management course focuses on teaching students the principles and techniques of financial planning, resource allocation, and investment decision-making. It emphasizes capital budgeting, financial statement analysis, cost of capital, and strategies to maximize shareholder value in both corporate and personal finance contexts.
Rationale	Operations Management introduces students to the fundamental principles and practices essential for managing business operations efficiently. This course covers various production systems, process design, quality management, and emerging trends in operations management. Students will learn to optimize processes, implement quality management principles, and adapt to technological and sustainable advancements, preparing them to manage operations in a dynamic business environment.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	<p>CO1: To understand the basics of financial management, types of finance, and sources of finance.</p> <p>CO2: To learn about capital structure, capitalization, and their impact on financial decisions.</p> <p>CO3: To explore cost of capital, leverage, and working capital management.</p> <p>CO4: To understand capital budgeting techniques and dividend</p>



	policy decisions.
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Course Content	Weightage	Contact hours
<p><b>Unit 1: Introduction to Financial Management</b></p> <p>Meaning of finance and financial management, Types of finance, Objective and Scope of financial management– profit maximization and wealth maximization - merits and criticisms- Financial decisions, Internal relation of financial decisions, Factors influencing financial decisions, Functional areas of financial management, Functions of a finance manager, Agency Cost, Definition of ethics and the importance of ethics in Finance, Sources of Finance: Ownership securities – Equity shares, Preference shares, Deferred shares, No par stock/shares, Shares with differential rights, Sweat Equity Creditorship securities – Debentures – Zero coupon bonds, Zero interest bonds, Callable bonds, Deep discount bonds Internal financing or ploughing back of profit – short term and long term sources. Startup finance-Bootstrapping, Series Funding.</p>	<b>25%</b>	<b>15</b>
<p><b>Unit 2: Capital Structure &amp; Capitalization</b></p> <p>Meaning of capitalization – Theories of capitalization – cost theory and earnings theory. Over capitalization and under capitalization (Theory) – causes – effects and remedies, Watered stock, Over trading and under trading. Meaning of capital structure and financial structure, principles of capital structure, Optimum Capital Structure, Determinants of capital structure, capital gearing-Theories of Capital structure, Effect of capital structure on EPS, EBIT-EPS Analysis, Point of indifference-Practical Problems</p>	<b>25%</b>	<b>15</b>
<p><b>Unit 3: Cost of Capital, Leverages and Managing Working Capital</b></p> <p>Meaning of cost of capital, significance of cost of capital, components of cost of capital – Computation of Cost of capital and Weighted Average Cost of Capital, CAPM-Practical Problems. Meaning of Leverage, Types of Leverages –</p>	<b>25%</b>	<b>15</b>



<p>operating, financial and combined leverage, risk and leverage – practical problems. Managing working Capital - Meaning of working capital, types of working capital, working capital cycle, adequate working capital, determinants of working capital, estimation of working capital-Practice problems. Management of cash. Management of inventory and debtors.</p>		
<p><b>Unit 4: Capital Budgeting and Dividend Policy</b> Meaning of Capital Budgeting, Importance, Need, Time value of money-Present and Future Value (Simple Problems), Capital budgeting process, project appraisal by using traditional methods and modern methods, Practical problems on Payback Period, Net Present Value, Profitability Index, IRR and MIRR methods, Dividend policy-Meaning, Kinds, Theories of dividend decisions, determinants of dividend policy decisions, Companies Act, 2013 and SEBI Guidelines on Dividend Distribution.</p>	<p><b>25%</b></p>	<p><b>15</b></p>



Learning Resources	
1.	<p><b>Textbook:</b> (Latest Editions):</p> <ol style="list-style-type: none"> <li>1. Khan, M, Y, &amp; Jain, P, K . Financial Management. Tata Mc Graw Hill.</li> <li>2. Chandra, P. Financial Management. New Delhi, India. Tata McGraw Hill Book Co.</li> <li>3. Pandey,I.M. Financial Management. New Delhi, India. Vikas Publishing House.</li> <li>4. Kumar, A. Financial Management, Khanna Publishing House.</li> <li>5. Gupta, S, K., Sharma, R.K. &amp; Gupta, N . Financial Management. Kalyani Publishers.</li> <li>6. Khan, M, Y, &amp; Jain, P, K . Financial Management. Tata Mc Graw Hill.</li> <li>7. Brigham and Houston. Fundamentals of Financial Management, Cengage Learning</li> </ol>
2.	<b>Reference Books:</b>
3.	<b>Journals &amp; Periodicals:</b>
4.	<b>Other Electronic Resources:</b>

Evaluation Scheme	Total Marks: 100								
<b>Mid Semester Marks</b>	20 marks								
<b>End Semester Marks</b>	40 marks								
<b>Continuous Evaluation 40 marks</b>	<table border="1"> <tr> <td>Class Participation</td> <td>10 marks</td> </tr> <tr> <td>Quiz</td> <td>5 marks</td> </tr> <tr> <td>Skill Enhancement Activities/ Case Study/ Research Paper</td> <td>15 marks</td> </tr> <tr> <td>Presentation</td> <td>10 marks</td> </tr> </table>	Class Participation	10 marks	Quiz	5 marks	Skill Enhancement Activities/ Case Study/ Research Paper	15 marks	Presentation	10 marks
	Class Participation	10 marks							
	Quiz	5 marks							
	Skill Enhancement Activities/ Case Study/ Research Paper	15 marks							
	Presentation	10 marks							
<b>Course Outcomes</b>	<p>CO1: Explain financial management concepts, types of finance, and financial decisions.</p> <p>CO2: Apply capital structure and financial decision theories to assess performance.</p> <p>CO3: Analyze cost of capital, leverage, and</p>								





	working capital management.  CO4: Evaluate capital budgeting techniques and dividend policies for decision-making
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<b>COURSE CODE</b> BBA403	<b>COURSE NAME</b> Business Research Methodology	<b>SEMESTER</b> IV
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Teaching Scheme (Hours)				Teaching Credit			
Lectures	Tutorial	Practical	Total Hours	Lectures	Tutorial	Practical	Total Credit
3	2	0	5	3	1	0	4

<b>Course Prerequisites</b>	
<b>Course Category</b>	
<b>Course focus</b>	
<b>Rationale</b>	<ol style="list-style-type: none"> <li>1. To grasp the fundamentals of research methodology and apply them in various research or project works.</li> <li>2. To identify and utilize appropriate research methods aligned with research objectives.</li> <li>3. To master the techniques of data collection, editing, and analysis to prepare for advanced studies and professional requirements.</li> <li>4. To learn the intricacies of interpreting data and writing comprehensive research reports.</li> </ol>
<b>Course Revision/ Approval Date:</b>	



<b>Course Objectives (As per Blooms' Taxonomy)</b>	CO1 : Remembering CO2: Understanding CO3: Applying CO4: Analyzing CO5: Evaluating CO6: Creating
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Course Content	Weightage	Contact hours
<p><b>Unit 1: Introduction to Research</b></p> <p>This unit explores the definition, history, evolution, and types of scientific inquiry and research. It addresses the ethical considerations in research, the process of research, and the characteristics and components of good research work.</p>	<b>25%</b>	<b>15</b>
<p><b>Unit 2: Formulating the Research Problem</b></p> <p>Students will learn how to identify and formulate research problems, conduct literature reviews, and develop research questions and objectives. This unit also covers the process of creating effective research designs.</p>	<b>25%</b>	<b>15</b>
<p><b>Unit 3: Measurement and Data Collection</b></p> <p>This unit focuses on measurement and scaling, discussing different types of data, sources of measurement error, and scale construction techniques. It also covers various data collection methods, including questionnaires, interviews, and observations.</p>	<b>25%</b>	<b>15</b>
<p><b>Unit 4: Data Analysis and Interpretation</b></p> <p>Topics include sampling methods, data preparation (editing and coding), and hypothesis testing using parametric and non-parametric tests. This unit also discusses the tools and techniques for data visualization like charts, tables, and box plots.</p>	<b>25%</b>	<b>15</b>

Learning Resources	
1.	<p><b>Textbook:</b> (Latest Editions):</p> <ol style="list-style-type: none"> <li>1. Malhotra, N. K., Nunan, D., &amp; Birks, D. F., Marketing research. Pearson UK.</li> <li>2. Research Methodology by Ranjit Kumar.</li> <li>3. Research Methods for Business by Uma Sekaran.</li> <li>4. Methodology of Research by C.R. Kothari.</li> </ol>



2.	<b>Reference Books:</b>
3.	<b>Journals &amp; Periodicals:</b>
4.	<b>Other Electronic Resources:</b>

<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>	
<b>Mid Semester Marks</b>	20 marks	
<b>End Semester Marks</b>	40 marks	
<b>Continuous Evaluation 40 marks</b>	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement Activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks
	<b>Course Outcomes</b>	



<b>COURSE CODE</b> VACC401	<b>COURSE NAME</b> Public Health and Management	<b>SEMESTER</b> IV
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Teaching Scheme (Hours)				Teaching Credit			
Lectures	Tutorial	Practical	Total Hours	Lectures	Tutorial	Practical	Total Credit
2	0	0	2	2	0	0	2

<b>Course Prerequisites</b>	Basic understanding of biology, healthcare systems, and management principles; proficiency in analytical thinking and problem-solving skills; strong communication abilities.
<b>Course Category</b>	Value Added Course
<b>Course focus</b>	Explores public health strategies, healthcare policies, epidemiology, and management approaches to enhance community well-being and address health challenges effectively.
<b>Rationale</b>	<ul style="list-style-type: none"> <li>• Create a basic understanding of fundamentals of public health.</li> <li>• Know the health system of India along with public health planning and implications of policy making.</li> <li>• Provide an overall exposure to contemporary issues of Indian Public Health and know the recent policy initiatives to address those challenges.</li> </ul>
<b>Course Revision/ Approval Date:</b>	



<b>Course Objectives (As per Blooms' Taxonomy)</b>	<p>CO1 : Remembering Identify key concepts, principles, and terminologies related to public health and management.</p> <p>CO2: Understanding Explain the social, economic, and environmental determinants of health.</p> <p>CO3: Applying Utilize public health tools and methodologies to assess community health needs.</p> <p>CO4: Analyzing Examine the interplay between public health policies and healthcare management practices.</p> <p>CO5: Evaluating Critique existing public health policies and propose evidence-based improvements.</p> <p>CO6: Creating Design innovative public health strategies to manage emerging health challenges.</p>
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Course Content	Weightage	Contact hours
<b>Unit 1: Public Health - Key concepts, approaches, frameworks &amp; measures</b> <ul style="list-style-type: none"> <li>● Concept of Public Health and its role in society</li> <li>● Evolution of Public Health</li> <li>● Global Health Framework - Understanding health and disease</li> <li>● Health equity and social determinants of Health</li> </ul>	<b>25%</b>	<b>8</b>
<b>Unit 2: Health Systems in India</b> <ul style="list-style-type: none"> <li>● History of public health in India</li> <li>● Organization of health systems in India</li> <li>● Health system in India: Key Issues</li> </ul>	<b>25%</b>	<b>7</b>



<ul style="list-style-type: none"> <li>• Major Contemporary Health Schemes and Programmes as case studies - National Health Mission, Integrated Child Development Services (ICDS), Janani Suraksha Yojana, Ayushman Bharat Scheme, POSHAN Abhiyan etc.</li> </ul>		
<b>Unit 3: Concepts and practices of management &amp; health planning</b> <ul style="list-style-type: none"> <li>• Basic concepts of planning – macro to micro</li> <li>• Tool for planning</li> <li>• Health management in a district</li> </ul>	<b>25%</b>	<b>8</b>
<b>Unit 4: Monitoring &amp; Evaluation</b> <ul style="list-style-type: none"> <li>• Introduction to Monitoring &amp; Evaluation</li> <li>• Health system frameworks</li> <li>• Application of health system frameworks</li> </ul>	<b>25%</b>	<b>7</b>

Learning Resources	
1.	<b>Textbook:</b> (Latest Editions): <ul style="list-style-type: none"> <li>• Goldstein RL, Goldstein K, Dwelle TL Introduction to Public Health: Promises and Practices, Springer Publishing Company</li> </ul>
2.	<b>Reference Books:</b> <ul style="list-style-type: none"> <li>• Balarajan Y, Selvaraj S, Subramanian SV, “Health care and equity in India”, The Lancet, Vol. 377(9764)</li> </ul>
3.	<b>Journals &amp; Periodicals:</b> <ul style="list-style-type: none"> <li>• R N Batta (,“Public health management in India: Concerns and options”,Journal of Public Administration and Policy Research, Vol. 7(3)</li> <li>• National Health Policy 2017, Ministry of Health and Family Welfare, Govt. of India</li> <li>• Sen A , “Health in Development”, Bulletin of the World Health Organization, Vol. 77(8)</li> </ul>
4.	<b>Other Electronic Resources:</b> <ul style="list-style-type: none"> <li>• PubMed <a href="https://pubmed.ncbi.nlm.nih.gov">https://pubmed.ncbi.nlm.nih.gov</a></li> <li>• World Health Organization (WHO) Library <a href="https://www.who.int/library">https://www.who.int/library</a></li> <li>• JSTOR - Public Health Journals:<a href="https://www.jstor.org">https://www.jstor.org</a></li> </ul>

<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>
<b>Mid Semester Marks</b>	20 marks
<b>End Semester Marks</b>	40 marks



<b>Continuous Evaluation</b> 40 marks	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement Activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks
<b>Course Outcomes</b>	<p>After completion of the course the students will be able to:</p> <ul style="list-style-type: none"> <li>● Demonstrate a comprehensive understanding of the principles, practices, and core concepts of public health, including health promotion, disease prevention, and health equity.</li> <li>● Apply management theories and strategies to effectively plan, implement, and evaluate public health programs and interventions in diverse populations.</li> <li>● Analyze and interpret public health data to support evidence-based decision-making and policy formulation for improving community health outcomes.</li> <li>● Integrate ethical considerations, cultural competency, and sustainability principles into public health management practices to address contemporary health challenges.</li> </ul>	

<b>COURSE CODE</b> AECC401	<b>COURSE NAME</b> Entrepreneurship and Startup Ecosystem	<b>SEMESTER</b> IV
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Tutorial	Practical	Total Hours	Lecture	Tutorial	Practical	Total Credit
2	0	0	2	2	0	0	2

<b>Course Prerequisites</b>	Basic understanding of business and economics concepts. Familiarity with market analysis, competitive strategies, and financial management. Awareness of digital marketing and technology adoption in businesses. Knowledge of legal frameworks like intellectual property rights and compliance.
<b>Course Category</b>	Core course
<b>Course focus</b>	





<b>Rationale</b>	<ul style="list-style-type: none"> <li>● Fostering Entrepreneurial Mindset</li> <li>● Understanding Family Business Dynamics</li> <li>● Opportunity Recognition &amp; Feasibility Analysis</li> <li>● Startup Ecosystem &amp; Government Support</li> <li>● Practical Skills for Starting Ventures</li> <li>● Business Model Innovation &amp; Technology Adoption</li> </ul>
<b>Course Revision/ Approval Date:</b>	
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<ol style="list-style-type: none"> <li>1. To understand Entrepreneurship and its types.</li> <li>2. To understand that not all ideas can be turned into viable business models and guestimate business potential of an idea.</li> <li>3. To understand different types of finances available and financing methods.</li> <li>4. To be able to draft business plans on an identified idea</li> <li>5. To understand the nuances of operating a startup – low budget marketing,</li> <li>6. Stabilizing operations, build a team from scratch and scaling the business.</li> <li>7. To know what is a Family Business and how it is different from Entrepreneurship.</li> </ol>

Course Content	Weightage	Contact hours
<b>Unit 1: Introduction to Entrepreneurship &amp; Family Business</b> <ul style="list-style-type: none"> <li>● Definition and Concept of entrepreneurship</li> <li>● Entrepreneur Characteristics</li> <li>● Classification of Entrepreneurs</li> <li>● Role of Entrepreneurship in Economic Development –Start-ups</li> <li>● Knowing the characteristics of Family business with discussion on a few Indian cases of Family Business like Murugappa, Dabur, Wadia, Godrej, Kirloskar etc.</li> </ul>	<b>25%</b>	<b>8</b>
<b>Unit 2: Evaluating Business Opportunity</b> <ul style="list-style-type: none"> <li>● Sources of business ideas and opportunity recognition</li> <li>● Guesstimating the market potential of a business idea</li> <li>● Feasibility analysis of the idea</li> <li>● Industry, competition and environment analysis</li> </ul>	<b>25%</b>	<b>7</b>
<b>Unit 3 Building Blocks of Starting Ventures</b> <ul style="list-style-type: none"> <li>● Low-cost Marketing using digital technologies</li> <li>● Team building from scratch</li> </ul>	<b>25%</b>	<b>8</b>



<ul style="list-style-type: none"> <li>● Venture Funding</li> <li>● Establishing the value chain and managing operations</li> <li>● Legal aspects like IPR and compliance</li> </ul>		
<b>Unit 4: Start-up Ecosystem</b> <ul style="list-style-type: none"> <li>● Know the components of the start-up ecosystem including Incubators, Accelerators, Venture Capital Funds, Angel Investors etc.</li> <li>● Know various govt. schemes like Start-up India, Digital India, MSME etc</li> <li>● Sources of Venture Funding available in India</li> <li>● Source of Technology, Intellectual Property management</li> </ul>	25%	7

Learning Resources	
1.	<b>Textbook:</b> (Latest Edition): <ol style="list-style-type: none"> <li>1. Startup India Learning Program by Start Up India available at <a href="http://www.startupindia.gov.in">www.startupindia.gov.in</a></li> <li>2. Entrepreneurship, Rajeev Roy, Oxford University Press</li> <li>3. Entrepreneurship: Successfully Launching New Ventures by R. Duane Ireland Bruce R. Barringer, Pearson Publishing</li> <li>4. Family Business Management by Rajiv Agarwal, Sage Publishing</li> <li>5. Anish Tiwari , “Mapping the Startup Ecosystem in India”, Economic &amp; Political Weekly</li> <li>6. Ramachandran, K, Indian Family Businesses: Their survival beyond three generations, ISB Working Paper Series</li> </ol>
0.	<b>Reference Books:</b> <b>Gupta, A., &amp; Sharma, A. (2018).</b> <i>Entrepreneurship development in India: Emerging issues and challenges.</i> Springer. <b>Subrahmanya, M. H. B. (2021).</b> <i>Entrepreneurial ecosystems for tech start-ups in India: Evolution, structure and role.</i> Walter de Gruyter GmbH & Co KG. <a href="#">Google Books</a> <b>Waghmare, G., &amp; Sardar, R. (2021).</b> <i>Startup ecosystem in India: Text &amp; cases.</i> Himalaya Publishing House. <a href="#">Biswas, D., &amp; Dey, C. (2021).</a> <i>Entrepreneurship development in India. Routledge.</i> <b>Anitha, S., Salomi, S., Sindhuri, K., &amp; Swathi, K. (2023).</b> <i>Entrepreneurship ecosystem and opportunities for startups.</i> Jupiter Publications Consortium
0.	<b>1Journals &amp; Periodicals: Entrepreneurship Theory and Practice</b> <b>A leading scholarly journal covering various aspects of entrepreneurship.</b> <a href="https://journals.sagepub.com/home/etp">https://journals.sagepub.com/home/etp</a> <ol style="list-style-type: none"> <li>1. <b>Journal of Innovation and Entrepreneurship</b>  <b>Dedicated to exchanging the latest academic research and practical findings on all aspects of innovation and entrepreneurship.</b>  <a href="https://innovation-entrepreneurship.springeropen.com/">https://innovation-entrepreneurship.springeropen.com/</a> </li> </ol>



2. **Journal of Family Business Management**  
Focuses on the dynamics of family-controlled enterprises.  
<https://www.emerald.com/insight/publication/issn/2043-6238>
3. **The Journal of Entrepreneurship**  
A multidisciplinary forum for the publication of articles and research on entrepreneurship, with a focus on different national and cultural contexts.  
<https://journals.sagepub.com/home/joe>
4. **International Entrepreneurship and Management Journal**  
Publishes articles exploring entrepreneurship in diverse organizational contexts.  
<https://link.springer.com/journal/11365>
5. **Entrepreneurship Research Journal**  
Encourages scholarly exchange between researchers in the field of entrepreneurship.  
<https://www.degruyter.com/journal/key/erj/html>
6. **International Journal of Entrepreneurial Behavior & Research**  
Explores behaviors and research in entrepreneurial contexts.  
<https://www.emerald.com/insight/publication/issn/1355-2554>
  
0. **Family Business Review**  
A scholarly journal dedicated to family-owned businesses.  
<https://journals.sagepub.com/home/fbr>

#### Periodicals

0. **Harvard Business Review**  
Provides insights and best practices on various business topics, including entrepreneurship.  
<https://hbr.org/>
0. **Economic and Political Weekly (EPW)**  
Covers a wide range of topics, including economic policies affecting entrepreneurship in India.  
<https://www.epw.in/>
0. **Business Today (India)**  
Focuses on the latest developments in the Indian business landscape.  
<https://www.businesstoday.in/>
0. **Forbes India**  
Features articles on entrepreneurship, startups, and business leaders in India.  
<https://www.forbesindia.com/>
0. **The Economist**  
Offers global perspectives on economic and business matters, including



	<p>entrepreneurship. <a href="https://www.economist.com/">https://www.economist.com/</a></p> <ul style="list-style-type: none"><li>0. <b>Business Line (The Hindu)</b> Provides news and analysis on business and economy, with insights into the Indian market. <a href="https://www.thehindubusinessline.com/">https://www.thehindubusinessline.com/</a></li><li>0. <b>Inc. India</b> Focuses on Indian startups and entrepreneurial ventures. <a href="https://www.inc42.com/">https://www.inc42.com/</a></li><li>0. <b>Entrepreneur India Magazine</b> Dedicated to Indian entrepreneurs, offering advice, profiles, and industry trends. <a href="https://www.entrepreneur.com/in">https://www.entrepreneur.com/in</a></li><li>0. <b>Small Enterprise India</b> Covers news, trends, and resources for small and medium enterprises in India. <a href="https://smallenterpriseindia.com/">https://smallenterpriseindia.com/</a></li><li>0. <b>Startup360 Magazine</b> Focuses on startup news, trends, and entrepreneurial success stories in India. <a href="https://www.startup360.news/">https://www.startup360.news/</a></li></ul>
0.	<p><b>Other Electronic Resources:</b> <b>Online Databases &amp; Journals</b></p> <ul style="list-style-type: none"><li>1. <b>Google Scholar</b> A freely accessible search engine for scholarly articles, theses, books, and conference papers. <a href="https://scholar.google.com/">https://scholar.google.com/</a></li><li>2. <b>JSTOR</b> Provides access to thousands of academic journals, books, and primary sources. <a href="https://www.jstor.org/">https://www.jstor.org/</a></li><li>3. <b>ScienceDirect</b> A comprehensive database offering academic journals, books, and articles on entrepreneurship and business research. <a href="https://www.sciencedirect.com/">https://www.sciencedirect.com/</a></li><li>4. <b>ResearchGate</b> A network where researchers share and access academic papers and research related to entrepreneurship and family business. <a href="https://www.researchgate.net/">https://www.researchgate.net/</a></li><li>5. <b>SpringerLink</b> Access to millions of scientific documents, including journals and books on entrepreneurship and business studies. <a href="https://link.springer.com/">https://link.springer.com/</a></li></ul>



6. **Emerald Insight**  
A leading publisher of journals on business, entrepreneurship, and management.  
<https://www.emerald.com/insight/>
7. **SAGE Journals**  
Offers journals on entrepreneurship, innovation, and family business management.  
<https://journals.sagepub.com/>
8. **SSRN (Social Science Research Network)**  
Hosts working papers, research articles, and academic publications on business, entrepreneurship, and economics.  
<https://www.ssrn.com/>

#### Government & Industry Websites

1. **Startup India**  
Official platform for India's startup ecosystem, providing resources, guidelines, and government schemes.  
<https://www.startupindia.gov.in/>
2. **Digital India**  
A government initiative focusing on empowering businesses and entrepreneurs through technology.  
<https://www.digitalindia.gov.in/>
3. **MSME (Ministry of Micro, Small & Medium Enterprises, Government of India)**  
Supports small businesses and startups, offering policies, schemes, and resources for entrepreneurs.  
<http://www.msme.gov.in/>
4. **Make in India**  
An initiative to encourage companies to manufacture in India, including entrepreneurship programs.  
<https://www.makeinindia.com/>

#### Entrepreneurship Platforms & Communities

1. **Y Combinator**  
Provides startup funding, resources, and an ecosystem for early-stage companies.  
<https://www.ycombinator.com/>
2. **AngelList**  
A platform for startups to raise capital, and for investors to discover and fund startups.  
<https://angel.co/>
3. **IndieHackers**  
A community of entrepreneurs sharing insights, challenges, and stories about building startups.  
<https://www.indiehackers.com/>



	<p><b>4. The Lean Startup</b> A methodology that provides resources and tools for launching startups effectively. <a href="https://www.leanstartup.com/">https://www.leanstartup.com/</a></p> <p><b>5. TechCrunch</b> Provides news on emerging startups, entrepreneurial ventures, and industry trends. <a href="https://techcrunch.com/">https://techcrunch.com/</a></p> <p><b>6. Crunchbase</b> A platform for discovering information about startups, funding rounds, and entrepreneurial businesses. <a href="https://www.crunchbase.com/">https://www.crunchbase.com/</a></p> <p><b>Educational Platforms</b></p> <p><b>1. Coursera (Entrepreneurship Courses)</b> Offers online courses and certifications on entrepreneurship, business models, and startup ecosystems from top universities. <a href="https://www.coursera.org/">https://www.coursera.org/</a></p> <p><b>2. edX (Entrepreneurship Programs)</b> Provides online education on entrepreneurship, business, and innovation. <a href="https://www.edx.org/">https://www.edx.org/</a></p> <p><b>3. Udemy (Entrepreneurship Training)</b> A platform for affordable online courses on entrepreneurship, funding, and scaling businesses. <a href="https://www.udemy.com/">https://www.udemy.com/</a></p> <p><b>4. FutureLearn (Entrepreneurship Courses)</b> Features online courses for entrepreneurs covering topics such as startup management and innovation. <a href="https://www.futurelearn.com/">https://www.futurelearn.com/</a></p>
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<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>	
<b>Mid Semester Marks</b>	20 marks	
<b>End Semester Marks</b>	40 marks	
<b>Continuous Evaluation 40 marks</b>		
	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement Activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks



<b>Course Outcomes</b>	<ol style="list-style-type: none"> <li>1. Understand basic building blocks of creating a venture</li> <li>2. Be able to identify a business opportunity and translate it into a viable business model</li> <li>3. Identify the elements of the Indian entrepreneurship ecosystem and take relevant benefits from the constituents</li> <li>4. Know the legacy of family businesses and key differentiations from entrepreneurship</li> </ol>
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<b>COURSE CODE</b> BBA404	<b>COURSE NAME</b> International Business	<b>SEMESTER</b> IV
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Teaching Scheme (Hours)				Teaching Credit			
Lectures	Practical	Tutorial	Total Hours	Lectures	Practical	Tutorial	Total Credit
2	0	0	2	2	0	0	2

<b>Course Prerequisites</b>	Basic understanding of business and economics principles. Knowledge of international trade concepts and global economics.
<b>Course Category</b>	
<b>Course focus</b>	<ul style="list-style-type: none"> <li>● International trade theories and their impact on global businesses.</li> <li>● Foreign Direct Investment (FDI) and its role in the global economy.</li> <li>● Economic integration and regional trade agreements.</li> <li>● Emerging trends and ethical considerations in international business.</li> </ul>



<b>Rationale</b>	The course aims to help students to understand the evolution and significance of international trade in contemporary business environment and examine various economic integration by analyzing the emerging trends in International Business
<b>Course Revision/ Approval Date:</b>	
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<p><b>CO 1 Remembering:</b> Define key concepts related to international business, including international trade theories, FDI, and economic integration.</p> <p><b>CO 2 Understanding:</b> Explain the stages of internationalization and the EPRG framework.</p> <p><b>CO 3 Applying:</b> Apply theories of international trade to analyze real-world business scenarios in global markets.</p> <p><b>CO 4 Analyzing:</b> Analyze the impact of Foreign Direct Investment (FDI) on global business operations, and evaluate the benefits and costs of FDI.</p> <p><b>CO 5 Evaluating:</b> Critically assess the ethical considerations, CSR frameworks, and ESG investing in international business practices.</p> <p><b>CO 6 Creating:</b> Develop strategies for businesses to adapt to emerging trends in international business, such as the rise of digital platforms and the impact of Brexit.</p>

Course Content	Weightage	Contact hours
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<p><b>Unit 1: Introduction to International Business</b></p> <p>Introduction to International Business Stages of Internationalization – EPRG Framework - International Trade Theories: Theories of International Trade Mercantilists, Absolute Cost and Comparative Advantage, Factor Proportions, Neo-factor Proportions Theories, Country Similarity Theory, Intra-industry Trade, Tariff and Non-Tariff Barriers in Global Businesses</p>	<p><b>25%</b></p>	<p><b>8</b></p>
<p><b>Unit 2: Introduction of Foreign Direct Investment</b></p> <p>Introduction Foreign Direct Investment in the World Economy, Trends in FDI Theories of Foreign Direct Investment, Greenfield and Brownfield FDI, Benefits and Costs of FDI, International Institutions and the Liberalization of FDI, CAGE Model.</p>	<p><b>25%</b></p>	<p><b>7</b></p>
<p><b>Unit 3: Economic Integration</b></p> <p>Economic indicators and their impact on international business decisions, Regional Economic Integration and Trade Blocs, Basic Principles of Multilateral Trade Negotiations, Instruments of Trade Regulation, FDA, custom union, common market economic union, Emerging Markets and Developing Economies.</p>	<p><b>25%</b></p>	<p><b>8</b></p>
<p><b>Unit 4: Emerging Trends in International Business</b></p> <p>International Entrepreneurship and Born Global Firms, Ethical Considerations - CSR Frameworks and Approaches and ethical considerations, ESG investing and reporting standards, corporate responses to climate change and social justice issues Implications of Brexit on international business laws, the rise of digital platforms, and ecommerce. Re-shoring and Nearshoring Trend, Impact of pandemic on International Business.</p>	<p><b>25%</b></p>	<p><b>7</b></p>

<p>Learning Resources</p>
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1.	<p><b>Textbook:</b> (Latest Editions):</p> <ol style="list-style-type: none"><li>1. International Business: Competing in the Global Marketplace" by Charles W. L. Hill.</li><li>2. International Business: Concept, Environment and Strategy, 3e by Vyuptakesh Sharan Pearson Education</li><li>3. International Business: The Challenges of Globalization by John J. Wild and Kenneth L. Wild.</li><li>4. Rakesh, M. J. International Business, New Delhi, Oxford University Press.</li><li>5. Aswathappa, A. . International Business, 2e. Tata McGraw-Hill Education.</li></ol>
2.	<p><b>Reference Books:</b></p> <p>Cherunilam, F. (2021). <i>International Business: Text and Cases</i> (8th ed.). Himalaya Publishing House.</p> <p>Aswathappa, K. (2020). <i>International Business</i> (7th ed.). McGraw Hill Education.</p> <p>Joshi, R. M. (2009). <i>International Business</i> (2nd ed.). Oxford University Press.</p> <p>Hill, C. W. L., &amp; Hult, G. T. M. (2019). <i>International Business: Competing in the Global Marketplace</i> (12th ed.). McGraw-Hill Education.</p> <p>Cavusgil, S. T., Knight, G., &amp; Riesenberger, J. R. (2020). <i>International Business: The New Realities</i> (5th ed.). Pearson.</p> <p>Daniels, J. D., Radebaugh, L. H., &amp; Sullivan, D. P. (2018). <i>International Business: Environments and Operations</i> (16th ed.). Pearson.</p>
3.	<p><b>Journals &amp; Periodicals:</b></p> <p><b>Journal of International Business Studies</b> <a href="https://link.springer.com/journal/41301">https://link.springer.com/journal/41301</a></p> <p><b>International Business Review</b> <a href="https://www.journals.elsevier.com/international-business-review">https://www.journals.elsevier.com/international-business-review</a></p> <p><b>Journal of World Business</b> <a href="https://www.journals.elsevier.com/journal-of-world-business">https://www.journals.elsevier.com/journal-of-world-business</a></p> <p><b>Global Strategy and Business Practice</b> <a href="https://onlinelibrary.wiley.com/journal/20548773">https://onlinelibrary.wiley.com/journal/20548773</a></p> <p><b>International Trade Journal</b></p>



	<a href="https://www.tandfonline.com/toc/uitr20/current">https://www.tandfonline.com/toc/uitr20/current</a>
4.	<p><b>Other Electronic Resources:</b></p> <p><b>Google Scholar</b>  <a href="https://scholar.google.com/">https://scholar.google.com/</a></p> <p><b>JSTOR</b>  <a href="https://www.jstor.org/">https://www.jstor.org/</a></p> <p><b>ScienceDirect</b>  <a href="https://www.sciencedirect.com/">https://www.sciencedirect.com/</a></p> <p><b>ResearchGate</b>  <a href="https://www.researchgate.net/">https://www.researchgate.net/</a></p> <p><b>SSRN (Social Science Research Network)</b>  <a href="https://www.ssrn.com/">https://www.ssrn.com/</a></p> <p><b>Wiley Online Library</b>  <a href="https://onlinelibrary.wiley.com/">https://onlinelibrary.wiley.com/</a></p>

<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>	
<b>Mid Semester Marks</b>	20 marks	
<b>End Semester Marks</b>	40 marks	
<b>Continuous Evaluation 40 marks</b>	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement Activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks



<b>Course Outcomes</b>	<p>Understand and articulate the core concepts of international business, international trade theories, and Foreign Direct Investment (FDI).</p> <p>Analyze the impact of economic integration, trade blocs, and multilateral trade negotiations on global business operations.</p> <p>Evaluate the emerging trends in international business, including ethical considerations, CSR frameworks, and digital platforms.</p> <p>Apply strategies for addressing contemporary challenges in international business, such as Brexit, re-shoring, nearshoring, and the effects of the pandemic.</p>
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<b>COURSE CODE SEC401</b>	<b>COURSE NAME Design Thinking and Innovation</b>	<b>SEMESTER IV</b>
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Teaching Scheme (Hours)				Teaching Credit			
Lectures	Tutorial	Practical	Total Hours	Lectures	Tutorial	Practical	Total Credit
1	2	0	3	1	1	0	2

<b>Course Prerequisites</b>	Students should have a basic understanding of problem-solving techniques and critical thinking. Familiarity with business concepts and customer-centric approaches is recommended but not mandatory.
<b>Course Category</b>	compulsory/ Elective
<b>Course focus</b>	<b>Innovative Problem-Solving :</b> This course focuses on design thinking to foster innovation and solve problems. Students will learn a step-by-step process—empathizing, defining, ideating, prototyping, and implementing solutions—while emphasizing customer needs. Practical projects, real-world examples, and feedback integration will enhance their ability to create innovative solutions.
<b>Rationale</b>	<p>Operating under turbulent and uncertain business environment, ‘innovation’ has become the key driver of organizational success for all companies. Managers are expected to be leading this change by navigating companies into rapid evolution of new products/services and business models.</p> <p>The primary focus of DTI is to help learners develop creative thinking skills and apply design based approaches/tools for identifying and implementing innovation opportunities into implementable projects. Following a learning-by-doing approach, the objectives of the course are</p> <ol style="list-style-type: none"> <li>1. Introduce students to design-based thinking approach to solve problems</li> <li>2. Observe and assimilate unstructured information to well framed solvable problems</li> <li>3. Introduce students to templates of ideation</li> <li>4. Understand the importance of prototyping in the innovation journey</li> <li>5. Implementing innovation projects</li> </ol>



<b>Course Revision/ Approval Date:</b>	
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<p>CO1: To understand the concept of innovation, design thinking, and its significance in creating customer-centric solutions.</p> <p>CO2: To develop the ability to empathize, observe, and define problems using design tools and techniques.</p> <p>CO3: To apply ideation techniques like brainstorming and systems thinking to create innovative solutions.</p> <p>CO4: To develop skills for prototyping, testing, and implementing solutions in real-world scenarios.</p> <p>CO5: To refine solutions through feedback, redesign, and final presentation, focusing on user experience and creative problem-solving</p>

<b>Course Content</b>	<b>Weightage</b>	<b>Contact hours</b>
<p><b>Unit 1: Basics of Design Thinking</b></p> <ol style="list-style-type: none"> <li>Understand the concept of innovation and its significance in business</li> <li>Understanding creative thinking process and problem-solving approaches</li> <li>Know the Design Thinking approach and its objective</li> <li>Design Thinking and customer centricity – real-world examples of customer challenges, use of Design Thinking to Enhance Customer Experience, Parameters of Product experience, Alignment of Customer Expectations with Product.</li> <li>Discussion of a few global success stories like AirBnB, Apple, IDEO, Netflix etc.</li> <li>Explain the four stages of Design Thinking Process – Empathize, Define, Ideate, Prototype, Implement</li> </ol>	<b>25%</b>	<b>8</b>
<p><b>Unit 2: Learning to Empathize and Define the Problem</b></p> <ol style="list-style-type: none"> <li>Know the importance of empathy in innovation process – how can students develop empathy using design tools</li> <li>Observing and assimilating information</li> </ol>	<b>25%</b>	<b>7</b>



<p>3. Individual differences &amp; Uniqueness Group Discussion and Activities to encourage the understanding, acceptance and appreciation of individual differences.</p> <p>4. What are wicked problems</p> <p>5. Identifying wicked problems around us and the potential impact of their solutions</p>		
<p><b>Unit 3: Ideate, Prototype and Implement</b></p> <p>1. Know the various templates of ideation like brainstorming, systems thinking</p> <p>2. Concept of brainstorming – how to reach a consensus on wicked problems</p> <p>3. Mapping customer experience for ideation</p> <p>4. Know the methods of prototyping, the purpose of rapid prototyping.</p> <p>5. Implementation</p>	<b>25%</b>	<b>8</b>
<p><b>Unit 4: Feedback, Re-Design &amp; Re-Create</b></p> <p>1. Feedback loop, focus on User Experience, address ergonomic challenges, user-focused design</p> <p>2. Final concept testing,</p> <p>3. Final Presentation – Solving Problems through innovative design concepts &amp; creative solution</p>	<b>25%</b>	<b>7</b>

Learning Resources	
1.	<p><b>Textbook:</b> (Latest Editions):</p> <p>1. E Balaguruswamy , Developing Thinking Skills (The way to Success), Khanna Book Publishing Company</p> <p>2. Tim Brown, “Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation”, Harvard Business Review</p> <p>3. 8 steps to Innovation by R T Krishnan &amp; V Dabholkar, Collins Publishing</p>
2.	<p><b>Reference Books:</b></p>
3.	<p><b>Journals &amp; Periodicals:</b></p>



4.	<b>Other Electronic Resources:</b>
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<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>	
<b>Mid Semester Marks</b>	20 marks	
<b>End Semester Marks</b>	40 marks	
<b>Continuous Evaluation 40 marks</b>	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement Activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks
	<b>Course Outcomes</b>	<p>CO1: Explain the concept of design thinking, its stages, and its significance in fostering innovation and enhancing customer experience. \</p> <p>CO2: Demonstrate the ability to observe, empathize, and define wicked problems using appropriate design tools and techniques. \</p> <p>CO3: Apply brainstorming, systems thinking, and other ideation techniques to generate creative solutions for defined problems. \</p> <p>CO4: Develop prototypes and implement solutions effectively while addressing customer needs and ergonomic challenges</p> <p>CO5: Evaluate and improve design concepts based on feedback, focusing on user experience and presenting innovative solutions effectively.</p>





<b>COURSE CODE</b> BBA501	<b>COURSE NAME</b> Strategic Management	<b>SEMESTER</b> V
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Tutorial	Practical	Total Hours	Lecture	Tutorial	Practical	Total Credit
3	2	0	5	3	1	0	4

<b>Course Prerequisites</b>	Basic understanding of business and management principles. Familiarity with organizational structures, decision-making processes, and corporate governance.
<b>Course Category</b>	
<b>Course focus</b>	Fundamentals of strategy and strategic management. Strategic analysis using tools like SWOT, BCG, and industry analysis. Formulating strategies for growth, expansion, and diversification. Implementing and controlling strategies for effective business performance.
<b>Rationale</b>	<ol style="list-style-type: none"> <li>To enhance the ability to do the job of a general manager responsible for strategic performance. Specifically, to integrate the different functional areas of business (e.g. accounting, finance, human resources, information systems, marketing, operations management, etc.) into a cohesive whole.</li> <li>Analyse the competitive situation and evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry, and cultural differences</li> </ol>
<b>Course Revision/ Approval Date:</b>	



<p><b>Course Objectives</b> (As per Blooms' Taxonomy)</p>	<p>CO1 : <b>Remembering</b>: Define key concepts related to strategic management, including strategy, corporate governance, and social responsibility.</p> <p>CO2: <b>Understanding</b>: Explain the strategic management process and different levels of strategy in an organization.</p> <p>CO3: <b>Applying</b>: Apply industry analysis tools such as SWOT, BCG Matrix, and value chain analysis to assess strategic capabilities.</p> <p>CO4: <b>Analyzing</b>: Analyze internal and external environments to forecast industry trends and formulate strategies.</p> <p>CO5: <b>Evaluating</b>: Evaluate the effectiveness of different corporate strategies including diversification, growth, and mergers &amp; acquisitions.</p> <p>CO6: <b>Creating</b>: Develop and implement strategies based on business goals, sustainability, and innovation for competitive advantage.</p>

Course Content	Weightage	Contact hour
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<p><b>Unit 1: Introduction to Strategy</b></p> <p>The objectives of this topic is to understand concept of "strategy", and discuss the most common elements of strategy; the topic also undertakes the evolution of strategic management thinking over the decades; the topic covers the importance of strategic thinking and gives insight into how the firms build and sustain competitive advantage. Strategy – concept, relevance, role and benefits; Importance of Strategic Management; Strategic Management Process, Levels of Strategy; Approaches to Strategic Decision Making; Strategic Intent – Vision, Mission, Goals and Objectives; Strategy and Corporate Governance, Social Responsibility and Ethics in Strategic Management</p>	<b>25%</b>	<b>15</b>
<p><b>Unit 2: Strategic Analysis</b></p> <p>The objective of the unit are to evaluate the value-capturing ability of incumbents in an industry using the industry analysis tools, to forecast industry profitability from shifts in underlying conditions and forces; to understand the industry for strategy formulation. Environmental appraisal- Scanning the Environment , Technological, Social, Cultural, Demographic, Political, Legal; Evaluating Company’s External Environment: Components of External Environment; Analysis of the general environment; Nature, Characteristics, Types and Approaches of External environment, Key External Forces, Industry Analysis – Analysis of the competitive environment ; Analysis of the Internal environment: Strategic capability, Nature, Characteristics, Types and Approaches to internal environment; Value chain analysis , Experience Curve, SWOT analysis, BCG Matrix, GE- Cell Matrix</p>	<b>25%</b>	<b>15</b>
<p><b>Unit 3 Strategy Formulation</b></p> <p>The objectives of the Unit are to review corporate strategy for a diversified firm and identify the sources of corporate advantage; to understand the mechanism of diversification leading to value creation. It also helps to develop understanding about the different corporate strategies which are crucial for the survival, growth and expansion of the business. Business Strategy Formulation: Generic strategies; Functional areas and link between business strategy and functional strategy; Corporate Strategy Formulation: Creating value and diversification; Strategic alliances; International</p>	<b>25%</b>	<b>15</b>



<p>expansion strategies; Introduction to strategies of growth, stability and renewal, types of growth strategies concentrated growth, product development, integration, diversification, international expansion (multi domestic approach, franchising, licensing and joint ventures); Types of renewal strategies retrenchment and turnaround. Strategic fundamentals of merger &amp; acquisitions</p>		
<p><b>Unit 4: Strategy Implementation and Control</b></p> <p>The objectives of this topic are to understand the importance of internal alignment and learn to leverage temporary opportunities into sustainable advantages; the topic also dwells in Value Innovation, Business Delivery System Innovation and Eco System Innovation for sustainable business performances. Structural Implementation; Functional and Operational Implementation; Behavioral Implementation; Strategy Evaluation and Control; Strategic leadership; Strategic control and corporate governance; Issues in Strategy Implementation; Creating effective organizational designs; Strategy and society; Managing innovation and fostering corporate entrepreneurship; Integration of Functional Plans and Policies Strategy Evaluation and Control - Operational Control - Overview of Management Control.</p>	<p><b>25%</b></p>	<p><b>15</b></p>

Learning Resources	
<p>1.</p>	<p><b>Textbook:</b> (Latest Edition):            Thomas L Wheelen, J David Hunger, Alan N Hoffman, Charles E Bamford and Purva Kansal .            Concepts in Strategic Management and Business Policy: Globalization, Innovation and Sustainability, 15th Edition, Pearson. Frank T Rothaermel . Strategic Management – 5th Edition (Indian), McGraw Hill</p>
<p>2.</p>	<p><b>Reference Books:</b>  <b>Strategic Management: Concepts and Cases by Fred R. David</b>  <b>Crafting and Executing Strategy: The Quest for Competitive Advantage by Arthur A. Thompson, A.J. Strickland, and John E. Gamble</b>  <b>Strategic Management: Text and Cases by Gregory G. Dess, Gerry McNamara, Alan E. Eisner</b>  <b>Exploring Corporate Strategy by Gerry Johnson, Kevan Scholes, Richard Whittington</b></p>



	<b>Competitive Strategy: Techniques for Analyzing Industries and Competitors by Michael E. Porter</b>
3.	<b>Journals &amp; Periodicals:</b> <b>Strategic Management Journal</b> <a href="https://onlinelibrary.wiley.com/journal/10970266">https://onlinelibrary.wiley.com/journal/10970266</a> <b>Harvard Business Review</b> <a href="https://hbr.org/">https://hbr.org/</a> <b>Journal of Business Strategy</b> <a href="https://www.emerald.com/insight/publication/issn/0275-6668">https://www.emerald.com/insight/publication/issn/0275-6668</a> <b>Journal of Strategic and International Studies</b> <a href="https://www.jstor.org/journal/jsis">https://www.jstor.org/journal/jsis</a> <b>Academy of Management Journal</b> <a href="https://journals.aom.org/journal/amj">https://journals.aom.org/journal/amj</a>
4.	<b>Other Electronic Resources:</b> <b>Other Electronic Resources:</b>  <b>1. Google Scholar</b> <a href="https://scholar.google.com/">https://scholar.google.com/</a> <b>2. ScienceDirect</b> <a href="https://www.sciencedirect.com/">https://www.sciencedirect.com/</a> <b>3. JSTOR</b> <a href="https://www.jstor.org/">https://www.jstor.org/</a> <b>4. SSRN (Social Science Research Network)</b> <a href="https://www.ssrn.com/">https://www.ssrn.com/</a> <b>5. ResearchGate</b> <a href="https://www.researchgate.net/">https://www.researchgate.net/</a>

<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>
<b>Mid Semester Marks</b>	20 marks



<b>End Semester Marks</b>	40 marks	
<b>Continuous Evaluation</b> 40 marks	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement Activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks
<b>Course Outcomes</b>	<p><b>Understand</b> the fundamental concepts and processes of strategic management, including the role of strategy in achieving competitive advantage.</p> <p><b>Apply</b> strategic analysis tools to assess business environments and evaluate external and internal factors affecting strategy formulation.</p> <p><b>Analyze</b> various strategies such as diversification, growth, and corporate alliances to determine their impact on business performance.</p> <p><b>Create</b> actionable strategic plans for business expansion, sustainability, and innovation by leveraging organizational resources and capabilities.</p>	



<b>COURSE CODE BBA502</b>	<b>COURSE NAME Logistics and Supply Chain Management</b>	<b>SEMESTER V</b>
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Tutorial	Practical	Total Hours	Lecture	Tutorial	Practical	Total Credit
3	2	0	5	3	1	0	4

<b>Course Prerequisites</b>	A basic understanding of business operations, logistics, and e-commerce concepts is recommended. Familiarity with management principles and operational strategies will aid in comprehending supply chain management topics.
<b>Course Category</b>	Basic Core Course
<b>Course focus</b>	Supply chain management, network design, sourcing, pricing strategies, and demand-supply coordination. Aligning supply chains with business strategies, optimizing costs, and understanding global market dynamics.
<b>Rationale</b>	<ol style="list-style-type: none"> <li>1. To understand the strategic role of supply chain management in enhancing organizational competitiveness.</li> <li>2. To explore the design and optimization of supply chain networks, particularly for e-commerce</li> <li>3. To examine the impact of sourcing and pricing decisions on supply chain efficiency and effectiveness.</li> <li>4. To develop skills in coordinating and managing supply and demand in a globalized market environment.</li> </ol>
<b>Course Revision/ Approval Date:</b>	



<b>Course Objectives (As per Blooms' Taxonomy)</b>	<p>CO1 : Remembering the key components of supply chain management, including drivers, metrics, and the role of strategic fit.</p> <p>CO2: Understanding how to align supply chain strategies with business objectives and operational capabilities to enhance organizational performance.</p> <p>CO3: Applying supply chain design principles and sourcing strategies to real-world scenarios, considering e-commerce dynamics and global supply networks.</p> <p>CO4: Analyzing supply chain performance using metrics, identify areas for improvement, and evaluate the impact of design choices on operational efficiency.</p> <p>CO5: Evaluating sourcing, pricing, and demand-supply coordination strategies to optimize cost-efficiency and align with business goals.</p> <p>CO6: Creating supply chain networks and strategies that align with business objectives, leveraging e-business applications and global market considerations for enhanced responsiveness and competitiveness.</p>
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Course Content	Weightage(%)	Contact hours
<b>Unit 1: Introduction to Supply Chain Management</b> This unit explores the role of supply chain management in organizations, achieving strategic fit, and understanding supply chain drivers and metrics. Students will learn about the integral nature of supply chains in aligning business strategies with operational capabilities to enhance performance and competitiveness.	<b>25%</b>	<b>15</b>
<b>Unit 2: Supply Chain Network Design</b> Students will learn to design distribution networks with a focus on e-business applications and global supply chain networks. This unit covers	<b>25%</b>	<b>15</b>





the strategies and challenges of creating efficient and responsive supply chain networks that align with business objectives and the dynamic nature of global markets.		
<b>Unit 3 Sourcing and Pricing Strategies</b> This unit addresses sourcing decisions and pricing management within supply chains. Students will explore various sourcing strategies and pricing models that can be employed to optimize revenue management and cost-efficiency in supply chains, with a particular focus on e-commerce dynamics.	<b>25%</b>	<b>15</b>
<b>Unit 4: Demand and Supply Coordination</b> Focusing on the synchronization of demand forecasting, aggregate planning, and sales operations planning, this unit teaches students how to coordinate supply chain activities to balance demand and supply efficiently. Key topics include demand forecasting techniques, aggregate planning strategies, and the importance of coordination across the supply chain.	<b>25%</b>	<b>15</b>

Learning Resources	
1.	<b>Textbook:</b> (Latest Edition): 1. Supply Chain Management: Strategy, Planning, and Operation, 7th ed., by Sunil Chopra & Peter Meindl, Pearson. 2. Logistics & Supply Chain Management, 5th ed., by Martin Christopher, Pearson. <b>Suggested Case Topics:</b> <ul style="list-style-type: none"> <li>● Dell’s direct model in PC manufacturing: Integration of supply chain and ebusiness. Model curriculum for UG Degree in BBA 128</li> <li>● Starbucks’ sustainable sourcing practices: A supply chain perspective.</li> <li>● Walmart’s supply chain management strategies for global dominance.</li> </ul>
2.	<b>Reference Books:</b>
3.	<b>Journals &amp; Periodicals:</b>
4.	<b>Other Electronic Resources:</b>

<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>
<b>Mid Semester Marks</b>	20 marks



<b>End Semester Marks</b>	40 marks	
<b>Continuous Evaluation</b> <b>40 marks</b>	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement Activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks
<b>Course Outcomes</b>		



### Marketing Specialization (Elective)

<b>COURSE CODE BBAMM501</b>	<b>COURSE NAME Retail Marketing</b>	<b>SEMESTER V</b>
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Tutorial	Practical	Total Hours	Lecture	Tutorial	Practical	Total Credit
3	2	0	5	3	1	0	4

<b>Course Prerequisites</b>	Basic understanding of Marketing and Business Operations
<b>Course Category</b>	Elective
<b>Course focus</b>	<b>Retail Strategy:</b> This course focuses on understanding the retail industry, its evolution, and the latest trends, especially in India. The course prepares students to make smart decisions in the fast-changing retail world.
<b>Rationale</b>	The objective of the course is to make students understand the unique nature and scope of marketing in the retail environment. The course will enable students to get familiarize with retailing concepts, issues and challenges. The course aims at enhancing student's capability to identify and analyse retail business environment and its opportunities and challenges, in order to envision and strategies for the respective business.
<b>Course Revision/ Approval Date:</b>	
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<p>CO1: To understand the evolution of retailing and analyze consumer behavior in the retail sector.</p> <p>CO2: To learn how to formulate retail marketing strategies, including pricing, competitive analysis, and communication.</p> <p>CO3: To gain knowledge about retail finance and location strategies, as well as store planning and site selection.</p> <p>CO4: To understand the role of buying, merchandising, and the significance of services and relationship marketing in retail.</p> <p>CO5: To explore contemporary retail issues, focusing on digital</p>



strategies like e-tailing and quick commerce

Course Content	Weightage	Contact hours
<p><b>Unit 1:</b> The objective of the unit is to provide an introduction to Retailing, discuss the retail evolution and current trend and status of retail industry in India. The unit also elaborates the differences among different types of retailers and also assists to analyse the consumer behaviour in retail.</p> <p>Introduction to Retailing: Definition, Characteristics, Theories of Retailing; Emerging trends in retailing; Evolution of retailing in India; Factors behind the change of Indian retail industry; Retail Formats: Retail institutions by ownership, Retail institutions by Store-Based Strategy Mix, Web, and Non-store based, and other forms of Non-traditional Retailing; Retail consumers..</p>	<b>25%</b>	<b>15</b>
<p><b>Unit 2</b> The objective of the unit are to understand and appreciate the formulation of retail marketing strategies based on competitive and consumer analysis; understand the role of pricing and communication strategy and its integration with market strategy; recognize the importance and role of people strategy.</p> <p>Retail Marketing Mix, Advertising &amp; Sales Promotion, Store Positioning; Retail Merchandising: Buying Organization Formats and Processes, Devising Merchandise Plans, Shrinkage in retail merchandise management; Mark-up &amp; Markdown in merchandise management; Merchandise Pricing: Concept of Merchandise Pricing, Pricing Objectives, External factors affecting a retail price strategy, Pricing Strategies, Types of Pricing. Retail People Strategy</p>	<b>25%</b>	<b>15</b>
<p><b>Unit 3</b> The objective of the Unit are to understand the finance strategy and location strategy in retail. It also highlights the important considerations for site selection and the related theories and its implications. It also highlights the Store Management and related concepts.</p> <p>Retail Finance strategy; Retail Location Strategy- Choosing a Store Location: Trading-Area analysis, characteristics of trading areas, Site selection, Types</p>	<b>25%</b>	<b>15</b>



of locations, location and site evaluation: theories and application. Store Planning: Design & Layout, Introduction to Visual merchandising, Retail Image Mix, effective retail space management, floor space management;		
<p><b>Unit 4:</b> The objective of the Unit is to understand the role of buying and merchandising management; to understand the application of services in Retail as strategy and its various dimensions; to recognize the importance of relationship marketing in retail; to comprehend and know the contemporary issues in Retail including the digital strategies of online players in retail.</p> <p>Buying and Merchandising strategy; Service Strategy; Customer Relationship and Customer experience; IT in retailing; E-tailing, quick commerce. me value ; customer equity; framework for building customer loyalty</p>	<b>25%</b>	<b>15</b>

Learning Resources	
1.	<p><b>Textbook:</b> (Latest Edition):</p> <p>Berman, Evan, Chatterjee: Retail Management, A Strategic Approach (2018), Pearson Education (Chapter 9, 10) Levy, Weitz and Pandit; Retailing Management, McGraw Hill Education, (Chapter 3, 11, 13, 18)</p>
2.	<b>Reference Books:</b>
3.	<b>Journals &amp; Periodicals:</b>
4.	<b>Other Electronic Resources:</b>

<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>	
<b>Mid Semester Marks</b>	20 marks	
<b>End Semester Marks</b>	40 marks	
<b>Continuous Evaluation 40 marks</b>	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement Activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks
	<b>Course Outcomes</b>	<b>CO1:</b> Explain retail evolution, trends, and analyze



	<p>types of retailers and consumer behavior.</p> <p><b>CO2:</b> Apply retail marketing strategies, including pricing and promotion, and develop merchandise plans.</p> <p><b>CO3:</b> Analyze factors affecting retail finance, location, and site selection.</p> <p><b>CO4:</b> Evaluate buying, merchandising management, and apply relationship marketing to enhance customer loyalty.</p> <p><b>CO5:</b> Analyze digital retail strategies, like e-tailing, and apply them in real-world retail settings.</p>
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<b>COURSE CODE BBAMM502</b>	<b>COURSE NAME Sales Marketing / Management</b>	<b>SEMESTER V</b>
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Tutorial	Practical	Total Hours	Lecture	Tutorial	Practical	Total Credit
3	2	0	5	3	1	0	4

<b>Course Prerequisites</b>	Basic understanding of Marketing
<b>Course Category</b>	Elective
<b>Course focus</b>	This course focuses on understanding the fundamentals of sales management,
<b>Rationale</b>	To impart knowledge and skills to develop an understanding of concepts, which will help in designing sound programs for organizing and managing the sales force. The course will use the Indian environment as the backdrop though it will also draw from international experiences whenever needed.
<b>Course Revision/ Approval Date:</b>	
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<p>CO1: To understand the key concepts and importance of sales management in modern businesses.</p> <p>CO2: To learn the processes of recruiting, training, and evaluating sales personnel.</p> <p>CO3: To explore strategies for motivating the sales team, designing compensation plans, and managing sales events.</p> <p>CO4: To gain insights into evaluating and controlling sales performance through budgeting and analysis.</p> <p>CO5: To apply sales management principles to online and internet-based sales operations.</p>



Course Content	Weightage	Contact hours
<b>Unit 1: Introduction to Sales Management</b> Meaning, nature, and importance of sales management in modern businesses; roles and responsibilities of sales manager, personal selling and salesmanship, selling process.	25%	15
<b>Unit 2: Organization of Sales Force</b> Recruiting sales personnel - planning; sources, selecting sales personnel, executing and evaluating sales training programs, sales information system & planning: sales skills	25%	15
<b>Unit 3 Directing Sales Force Operations</b> Motivating sales personnel, designing and administering compensation plans for the sales force – financial and non-financial compensation methods, sales meetings and sales contests, sales quotas, and sales territories	25%	15
<b>Unit 4: : Evaluating and Controlling Sales Force</b> The sales budget; analysis of sales volume & profitability; and evaluating salesperson's performance; selling agents for internet trading..	25%	15

Learning Resources	
1.	<b>Textbook:</b> (Latest Edition): 1. Jobber, D., Lancaster, G. Selling and Sales Management. Pearson Education. 2. Johnston, M. W., Marshal, G. W. Sales Force Management. New Delhi: Tata McGraw-Hill Education. 3. Spiro, R., Rich, G., & Stanton, W. Management of a Sales Force. New Delhi: Tata McGraw-Hill Education. 4. Panda T, Sachdev S. Sales and Distribution Management. Oxford University Press 5. Havaldar, Krishna K. Sales and Distribution Management. Tata McGraw Hill 6. Gupta S. L. Sales & Distribution Management: Text & Cases in Indian Perspectives. Excel Books 7. Still, Kundiff, Govoni. Sales and Distribution Management. PHI
2.	<b>Reference Books:</b>
3.	<b>Journals &amp; Periodicals:</b>





4.	<b>Other Electronic Resources:</b>
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<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>	
<b>Mid Semester Marks</b>	20 marks	
<b>End Semester Marks</b>	40 marks	
<b>Continuous Evaluation 40 marks</b>	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement Activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks
<b>Course Outcomes</b>	<p>CO1: Explain the sales manager's role, sales process, and the importance of personal selling.</p> <p>CO2: Apply recruitment, training, and evaluation techniques to improve sales performance.</p> <p>CO3: Create strategies for motivating sales personnel, including compensation and incentive plans.</p> <p>CO4: Analyze and control sales force performance using sales budget and performance metrics.</p> <p>CO5: Evaluate and implement sales management practices in e-commerce and online sales environments.</p>	



### Financial Specialization (Elective)

<b>COURSE CODE BBAFM501</b>	<b>COURSE NAME Investment Analysis and Portfolio Management</b>	<b>SEMESTER V</b>
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Tutorial	Practical	Total Hours	Lecture	Tutorial	Practical	Total Credit
3	2	0	5	3	1	0	4

<b>Course Prerequisites</b>	Fundamental knowledge of Investment and Portfolio Management
<b>Course Category</b>	Financial Specialization Elective
<b>Course focus</b>	The course will provide the detailed insight for the various tools and techniques for the evaluation of portfolio of the investor's with the proper evaluation of the Risk and Return parameters that have been involved in the investment decision making for the investors.
<b>Rationale</b>	1. Knowledge about investments, their importance, and difference from speculation 2. Exposure about the financial markets, utility and securities 3. Understanding about Fundamental and Technical analysis 4. Knowledge about importance of investing in a portfolio and its management
<b>Course Revision/ Approval Date:</b>	This course will focus on basics fundamentals of investment, financial markets and technical and fundamental analysis for the evaluation of portfolio and the valuation.
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<ul style="list-style-type: none"> <li>● <b>CO1:</b> To Understand the foundational concepts of investment by defining key terms, differentiating investment from speculation, and explaining the objectives, characteristics, and processes involved in making investment decisions.</li> <li>● <b>CO2:</b> To Analyze the structure and functioning of various financial markets by identifying their types, participants, instruments, and regulatory bodies, and assessing their economic utility.</li> <li>● <b>CO3:</b> To Evaluate investment opportunities through the application of fundamental and technical analysis by</li> </ul>



	<p>interpreting macroeconomic indicators, industry trends, company financials, and technical tools to make informed investment decisions.</p> <ul style="list-style-type: none"> <li>● <b>CO4:</b> To Create an optimized portfolio by applying portfolio management theories, diversification principles, and risk-return measurement tools to achieve efficient asset allocation and maximize returns.</li> </ul>
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Course Content	Weightage	Contact hours
<p><b>Unit 1A Conceptual Framework of Investments</b>            Defining Investment, Describing Investments – Objectives, Characteristics, Process, Difference from speculation</p>	<b>25%</b>	<b>15</b>
<p><b>Unit 2: Financial Markets</b>            What are Financial Markets, Economic Utility, Different types of Financial Markets, Exchange vs OTC, Participants; Instruments in Debt Markets – Money Market, Bond Market; Instruments in Equity Markets – Shares, IPOs; Other Markets – Foreign Exchange, Commodities, Gold, Derivatives; Investment Avenues – Debt, Equity, Deposits, Mutual Funds; Regulatory Bodies – RBI and SEBI – Roles and Responsibilities</p>	<b>25%</b>	<b>15</b>
<p><b>Unit 3</b> Fundamental and Technical Analysis What is Fundamental Analysis? Investor mindset; Challenges in execution; Macroeconomic analysis – Domestic vs Global; Valuation impact of GDP, Inflation, Interest rate, Money supply; Industry analysis - Industry life cycle, Business cycle; Company analysis – Financial Statement Analysis, Valuation of equity and debt; What is Technical Analysis – Difference from Fundamental Analysis; Investor mindset; Challenges in execution; Chart types: line charts, candle stick, point and chart figures; Tools - Dow's Theory, Elliot wave, patterns - Trends, flags, cup and handle, triangles, Model curriculum for UG Degree in BBA 196 head&amp; shoulders, Bollinger bands, technical indicators - Simple Moving Averages, MACD, RSI, ROC</p>	<b>25%</b>	<b>15</b>



<b>Unit 4: Portfolio Management</b> Efficient Market Hypothesis, Concept of portfolio and portfolio management, concept of risk-return using CAPM, Diversification, types of portfolio management – active vs passive, Asset allocation decision, Markowitz Portfolio Theory; Measurement of portfolio risk and return - Sharpe, Treynor’s and Jensen Ratios	<b>25%</b>	<b>15</b>
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Learning Resources	
1	<b>Textbook:</b> (Latest Edition): 1. Elton, J. E., Gruber, M. J., Brown, S. J., Modern Portfolio Theory and Investment Analysis, Wiley 2. Reilly, F.K., Brown, K. C., Analysis of Investments and Management of Portfolios, Cengage Learning 3. Chandra, P., Investment Analysis and Portfolio Management, Mcgraw Hill 4. Kevin, S., Security Analysis and Portfolio Management, PHI Learning
2	<b>Reference Books:</b>
3	<b>Journals &amp; Periodicals:</b>
4	<b>Other Electronic Resources:</b>

Evaluation Scheme	Total Marks: 100	
Mid Semester Marks	20 marks	
End Semester Marks	40 marks	
<b>Continuous Evaluation</b> <b>40 marks</b>	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement Activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks
	<b>Course Outcomes</b>	<ul style="list-style-type: none"> <li>Students will be able to <b>Understand</b> the foundational principles of investment, distinguish between investment and speculation, and articulate the objectives, characteristics, and processes of effective investment decisions.</li> </ul>



	<ul style="list-style-type: none"><li>● Students will be able to <b>Analyze</b> a comprehensive understanding of financial markets by classifying their types, identifying key participants and instruments, and evaluating the role of regulatory bodies like RBI and SEBI in ensuring economic utility.</li><li>● Students will be able to <b>evaluate</b> fundamental and technical analysis methods to evaluate macroeconomic indicators, industry and company performance, and technical chart patterns to make informed investment decisions.</li><li>● Students will be able to <b>create</b> an efficient investment portfolio by leveraging portfolio theories, risk-return optimization techniques, and performance measurement tools to achieve strategic financial goals.</li></ul>
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<b>COURSE CODE</b> BBAFM502	<b>COURSE NAME</b> Business Analysis and Valuation	<b>SEMESTER</b> V
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Tutorial	Practical	Total Hours	Lecture	Tutorial	Practical	Total Credit
3	2	0	5	3	1	0	4

<b>Course Prerequisites</b>	Fundamental Knowledge of Project Evaluation and Firm Valuation Techniques
<b>Course Category</b>	Financial Specialization Elective
<b>Course focus</b>	This course will provide a detailed understanding about the Basic concept of valuation, discounted cash flow techniques, project evaluation techniques and firm's valuation through corporate restructuring.
<b>Rationale</b>	<ol style="list-style-type: none"> <li>1. Understand the difference between DCF and Relative Valuation</li> <li>2. Estimate operating cash flows and value the company using appropriate discount rates</li> <li>3. Understand corporate restructuring events and their impact on valuation</li> <li>4. Value a company relative to its peers by utilising the correct ratio.</li> </ol>
<b>Course Revision/ Approval Date:</b>	



<b>Course Objectives (As per Blooms' Taxonomy)</b>	<ul style="list-style-type: none"> <li>● <b>CO1:</b> To Understand the key concepts of valuation by differentiating between market and book value, evaluating equity and debt valuation techniques, and identifying the challenges in valuation methodologies.</li> <li>● <b>CO2:</b> To Apply the principles of discounted cash flow (DCF) valuation by calculating FCFF and FCFE, determining appropriate discount rates, and forecasting cash flows to estimate enterprise value.</li> <li>● <b>CO3:</b> To Analyze valuation using relative metrics by interpreting key ratios such as P/E, P/B, and EV/EBITDA, and evaluating comparable companies to assess valuation accuracy.</li> <li>● <b>CO4:</b> To Evaluate the impact of corporate restructuring activities, including organic and inorganic growth and bankruptcy, on valuation by assessing cash flow adjustments, discount rates, and synergies.</li> </ul>
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Course Content	Weightage	Contact hours
<b>Unit 1 Introduction to Valuation</b> Market value vs Book value, valuation of equity and debt, enterprise valuation, discounted cashflow methods vs relative valuation, challenges in valuation methods	<b>25%</b>	<b>15</b>
<b>Unit 2: Discounted Cash Flow Valuation</b> FCFF vs FCFE methods, appropriate discount rates, cost of equity – unlevered vs levered beta, choice of risk free rate and expected market risk premium, cost of debt – choice of risk free rate and appropriate credit risk premium, appropriate tax rate, assumptions for growth, challenges in using DCF valuation methods; Estimating cash flows, impact of non-cash expenses - depreciation, impact of taxes, forecasting cash flows, practice	<b>25%</b>	<b>15</b>



exercises; Perpetual growth rate and Terminal Value; Role of comparable companies in choosing growth rates and discounts rates		
<b>Unit 3 Relative Valuation</b> Relative Valuation ratios – P/E, P/B, EV/EBITDA, evaluating comparable companies, challenges in using relative valuation, practice exercises	<b>25%</b>	<b>15</b>
<b>Unit 4: Corporate Restructuring and Valuation</b> Restructuring, Organic and inorganic growth, Bankruptcy, Impact on cash flows and discount rates, premium for control and privately held firms; accounting for synergy – revenue growth or expense reduction;	<b>25%</b>	<b>15</b>

<b>Learning Resources</b>	
1	<b>Textbook:</b> (Latest Edition): 1. Chandra, P., Corporate Valuation, McGraw Hill 2. Kishore, R. M., Corporate Valuation: Text and Cases, Taxmann Publications 3. Damodaran, A., Investment Valuation, Wiley 4. Damodaran, A., Damodaran on Valuation, Wiley
2	<b>Reference Books:</b>
3	<b>Journals &amp; Periodicals:</b>
4	<b>Other Electronic Resources:</b>

<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>	
<b>Mid Semester Marks</b>	20 marks	
<b>End Semester Marks</b>	40 marks	
<b>Continuous Evaluation 40 marks</b>	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement Activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks





<b>Course Outcomes</b>	<ul style="list-style-type: none"><li>● Students will be able to understand between market and book value, explain equity and debt valuation techniques, and identify challenges in valuation methodologies.</li><li>● Students will be able to apply FCFF and FCFE, determine appropriate discount rates, forecast cash flows, and use DCF methods to estimate enterprise value.</li><li>● Students will be able to analyze relative valuation ratios such as P/E, P/B, and EV/EBITDA, and evaluate comparable companies to assess valuation accuracy.</li><li>● Students will be able to evaluate the implications of corporate restructuring, including growth strategies and bankruptcy, on valuation by analyzing cash flow adjustments, discount rates, and synergies.</li></ul>
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## Business Analytics (Specialization)

<b>COURSE CODE</b> BBABA501	<b>COURSE NAME</b> Data Visualization	<b>SEMESTER</b> V
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Tutorial	Practical	Total Hours	Lecture	Tutorial	Practical	Total Credit
3	2	0	5	3	1	0	4

<b>Course Prerequisites</b>	Fundamental Knowledge of Business Analytics Techniques
<b>Course Category</b>	Business Analytics Elective
<b>Course focus</b>	This course will cover the basic concept of data visualization for the business decision making, various tools and techniques that will be utilized for the same via storytelling and data dashboard.
<b>Rationale</b>	1. To understand the principles of effective data visualization design and develop skills and knowledge necessary to proficiently create data visualizations. 2. To interpret data visualizations and communicating complex information to facilitate data-driven decision-making in various business and organizational contexts.
<b>Course Revision/ Approval Date:</b>	
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<ul style="list-style-type: none"> <li>● <b>CO1:</b> To Understand the foundational principles and cognitive aspects of data visualization by defining its importance, exploring Gestalt principles, and identifying effective visual representations for various data types.</li> <li>● <b>CO2:</b> To Apply data cleaning and preprocessing techniques, handle missing data and outliers, merge datasets, and ensure transparency and accuracy in data visualizations to prepare high-quality datasets for visualization.</li> <li>● <b>CO3:</b> To Analyze and construct various visualization techniques such as bar charts, line charts, scatter plots, and heatmaps to effectively represent different data patterns,</li> </ul>



	<p>relationships, and distributions.</p> <ul style="list-style-type: none"> <li>● <b>CO4:</b> Create interactive dashboards and compelling data stories by integrating filters, parameters, and visual elements, constructing narratives, and employing animation to engage stakeholders and communicate insights effectively.</li> </ul>
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Course Content	Weightage	Contact hours
<p><b>Unit 1 Introduction to Data Visualization</b></p> <p>Definition and importance in business contexts – Evolution of data visualization techniques – Gestalt principles and their application in visualization – Cognitive aspects influencing perception of visual data – Categorical, numerical, temporal data and their visual representations – Visualization techniques based on data types – Use of color, layout, and typography</p>	<b>25%</b>	<b>15</b>
<p><b>Unit 2: Data Preparation</b></p> <p>Data cleaning and preprocessing techniques – Data formats and data type conversion – Handling missing data and outliers – Merging data sets – Basic data reduction techniques – Sampling data from large data sets – Data quality assessment - Addressing biases and ethical concerns in data presentation – Ensuring transparency and accuracy in visualizations</p>	<b>25%</b>	<b>15</b>
<p><b>Unit 3 Basic Visualization</b></p> <p>Techniques Applications and variations in bar and column chart designs - Visualizing trends and patterns using line and area charts - Time series analysis and forecasting with line charts - Understanding proportions and compositions using pie and donut charts - Representing correlations and relationships with scatter plots – Adding dimensions using bubble charts - Distribution analysis using histograms - Outlier detection and statistical summaries with box plots - Visualizing large datasets with heatmaps - Hierarchical data representation using tree maps - Visualizing relationships</p>	<b>25%</b>	<b>15</b>



and connections with network graphs - Process visualization and flow analysis with flow diagrams - Mapping data points and patterns on geographical maps - Applications in location-based analytics and insights – Waterfall charts, radar charts, and spider charts		
<b>Unit 4: Data dashboards and storytelling</b> Interactive vs Static Visualizations – Dashboard design – Implementing filters, parameters, and actions in dashboards – Visual Storytelling Techniques – Elements of a compelling data story – Constructing and structuring narratives around data insights - Using visual elements to support the narrative flow - Animation to enhance understanding of data – Animations for interactive data exploration - Techniques for engaging and persuading stakeholders with data stories - Addressing questions and concerns through storytelling	<b>25%</b>	<b>15</b>

Learning Resources	
1.	<b>Textbook:</b> (Latest Edition): 1. Visual Data Storytelling with Tableau by Lindy Ryan (Text Book) 2. Storytelling with Data: A Data Visualization Guide for Business Professionals by Cole Nussbaum Knaflic. (Text Book)  <b>Reference Books:</b> 1. Mastering Microsoft Power BI - Second Edition: Expert techniques to create interactive insights for effective data analytics and business intelligence by Greg Deckler and Brett Powell 2. The Visual Display of Quantitative Information by Edward Tufte
2.	<b>Reference Books:</b>
3.	<b>Journals &amp; Periodicals:</b>
4.	<b>Other Electronic Resources:</b>

<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>
<b>Mid Semester Marks</b>	20 marks
<b>End Semester Marks</b>	40 marks



<b>Continuous Evaluation</b> <b>40 marks</b>	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement Activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks
<b>Course Outcomes</b>	<ul style="list-style-type: none"><li>● To Demonstrate a clear understanding of the principles of data visualization, including its importance, Gestalt principles, and cognitive aspects, and effectively identify visual representations suitable for various data types.</li><li>● To Execute data cleaning, preprocessing, and merging while addressing biases, handling missing data, and ensuring the accuracy and transparency of data visualizations to produce high-quality datasets.</li><li>● To Analyze complex datasets and create effective visualizations using various techniques such as bar charts, scatter plots, and heatmaps to represent patterns, relationships, and distributions accurately.</li><li>● Design and implement interactive dashboards and engaging data stories by utilizing visual storytelling techniques, animations, and interactive elements to communicate insights and influence decision-making effectively.</li></ul>	



<b>COURSE CODE</b> BBABA502	<b>COURSE NAME</b> Marketing Analytics	<b>SEMESTER</b> V
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Tutorial	Practical	Total Hours	Lecture	Tutorial	Practical	Total Credit
3	2	0	5	3	1	0	4

<b>Course Prerequisites</b>	Basic knowledge of marketing principles and business management is essential.
<b>Course Category</b>	Elective
<b>Course focus</b>	This course emphasizes data-driven decision-making in marketing. Students will learn to analyze customer behavior, measure campaign effectiveness, and optimize marketing strategies using tools like regression, clustering, and predictive analytics.
<b>Rationale</b>	The course aims to equip students with the knowledge and skills to apply various marketing analytics techniques, including descriptive, exploratory, and prescriptive data analytics, to make data-driven decisions. Students will learn to utilize tools like Excel/R/SPSS/Python for summarizing marketing data, conduct customer journey mapping, calculate customer lifetime value, perform RFM and churn analysis, and apply advanced methods such as cluster analysis, pricing analytics, and conjoint analysis to optimize marketing strategies.
<b>Course Revision/ Approval Date:</b>	



<b>Course Objectives (As per Blooms' Taxonomy)</b>	<p>CO1 : Remembering Define key terms and concepts in marketing analytics such as customer segmentation, predictive modeling, and data visualization.</p> <p>CO2: Understanding Explain the significance of data-driven decision-making in marketing strategies.</p> <p>CO3: Applying Apply data analysis techniques to real-world marketing problems, including customer segmentation and sales forecasting.</p> <p>CO4: Analyzing Analyze customer data to identify patterns, trends, and behaviors that inform marketing strategies.</p> <p>CO5: Evaluating Assess the impact of marketing decisions and strategies based on analytical findings.</p> <p>CO6: Creating Develop marketing analytics plans and strategies based on data insights to improve marketing performance.</p>
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Course Content	Weightage	Contact hours
<b>Unit 1:</b> Relevance and Scope of Marketing Analytics, use of descriptive, exploratory and prescriptive data analytics. Recent Trends in Marketing Analytics.	<b>25%</b>	<b>15</b>
<b>Unit 2:</b> Summarize Marketing Data: Slicing and Dicing Marketing Data with PivotTables- Using Charts to Summarize Marketing Data- Using Functions to Summarize Marketing Data. (Excel/R/Python)	<b>25%</b>	<b>15</b>



<b>Unit 3</b> Customer journey mapping using customer analytics, calculating customer life time value (CLV), RFM analysis, Customer churn and its analysis , Use of cluster analysis for customer segmentation, segmentation analysis process, cluster analysis and its applications	<b>25%</b>	<b>15</b>
<b>Unit 4:</b> Pricing objectives, Bundling and types of bundling, skimming, analytics with price skimming, price elasticity using regression based model. Product Attribute Analysis [Conjoint]- Logistic Regression –Discrete Choice Analysis & Random Utility Theory	<b>25%</b>	<b>15</b>

Learning Resources	
1.	<b>Textbook:</b> (Latest Edition): <ul style="list-style-type: none"> <li>● Marketing Analytics- Seema Gupta, Avadhoot Jathar, Wiley Publications</li> </ul>
2.	<b>Reference Books:</b> <ul style="list-style-type: none"> <li>● Wayne L. Winston, Marketing Analytics-Data-Driven Techniques with Microsoft® Excel, John Wiley &amp; Sons, Inc., Indianapolis, Indiana</li> <li>● Stephen Sorger , Marketing Analytics: Strategic Models and Metrics, Atlantic Publishers and Distributors.</li> <li>● Gary L. Lilien and Arvind Rangaswamy , Marketing Engineering: ComputerAssisted</li> <li>● Marketing Analysis and Planning, Pearson Education</li> <li>● Marketing Analytics, Moutusy Maity, Pavankumar Gurazada</li> </ul>
3.	<b>Journals &amp; Periodicals:</b> <ul style="list-style-type: none"> <li>● <a href="http://www.emeraldinsight.com">www.emeraldinsight.com</a> (A renowned research journal database)</li> <li>● <a href="http://www.ficci.com">www.ficci.com</a> (Official website of Federation of Indian chambers, Commerce and Industry)</li> <li>● <a href="http://www.ibef.org">www.ibef.org</a>(Official website of India Brand Equity foundation, a subsidy of CII)</li> <li>● <a href="http://www.ncaer.org">www.ncaer.org</a> (National Council of Applied Economic Research – Govt. of India data resource)</li> </ul>





4.	<p><b>Other Electronic Resources:</b></p> <ul style="list-style-type: none"> <li>● <a href="http://www.stattutorials.com">www.stattutorials.com</a> (Statistics tutorials including worked examples using softwares like SPSS)</li> <li>● <a href="http://www.analyzemath.com/statistics.html">www.analyzemath.com/statistics.html</a> (Statistics tutorials)</li> <li>● <a href="http://www.burns-stat.com/pages/tutorials.html">www.burns-stat.com/pages/tutorials.html</a> (Statistics tutorials)</li> </ul>
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<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>								
<b>Mid Semester Marks</b>	20 marks								
<b>End Semester Marks</b>	40 marks								
<b>Continuous Evaluation</b> <b>40 marks</b>	<table border="1"> <tr> <td>Class Participation</td> <td>10 marks</td> </tr> <tr> <td>Quiz</td> <td>5 marks</td> </tr> <tr> <td>Skill Enhancement Activities/ Case Study/ Research Paper</td> <td>15 marks</td> </tr> <tr> <td>Presentation</td> <td>10 marks</td> </tr> </table>	Class Participation	10 marks	Quiz	5 marks	Skill Enhancement Activities/ Case Study/ Research Paper	15 marks	Presentation	10 marks
	Class Participation	10 marks							
	Quiz	5 marks							
	Skill Enhancement Activities/ Case Study/ Research Paper	15 marks							
	Presentation	10 marks							
<b>Course Outcomes</b>	<p><b>After Completion of the course the students will be able to:</b></p> <ol style="list-style-type: none"> <li>1. Apply analytical techniques to interpret marketing data, enabling informed and evidence-based decision-making in real-world scenarios.</li> <li>2. Extract actionable insights from data to better understand consumer behavior, preferences, and purchase patterns</li> <li>3. Demonstrate proficiency in using predictive analytics tools to forecast market trends, customer lifetime value, and marketing campaign outcomes.</li> <li>4. Optimize marketing mix decisions, such as pricing, promotions, and distribution, using quantitative methods and advanced analytics</li> </ol>								



### HR Specialization (Elective)

<b>COURSE CODE BBAHR501</b>	<b>COURSE NAME Change Management and Organizational Development</b>	<b>SEMESTER</b>
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Tutorial	Practical	Total Hours	Lecture	Tutorial	Practical	Total Credit
3	2	0	5	3	1	0	4

<b>Course Prerequisites</b>	Basic understanding of HR and organization
<b>Course Category</b>	HR Elective
<b>Course focus</b>	HR Skills
<b>Rationale</b>	This course will equip students with the knowledge and skills to manage and navigate organizational change in a dynamic business environment. This course will help students understand the various approaches, models, and interventions used in organization change and development, and enable them to become effective change agents who can lead organizations to success.
<b>Course Revision/ Approval Date:</b>	
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<p>CO1 : Define the concept of change and organizational development (Remembering)</p> <p>CO2: Understand the need for change and types of change. (Understanding)</p> <p>CO3: Apply change management frameworks and tools to real-world scenarios. (Applying)</p> <p>CO4: To analyze organizational diagnosis and OD interventions design (Analyzing)</p> <p>CO5: Evaluate the effectiveness of organizational development interventions (Evaluating)</p> <p>CO6: Design innovative organizational development programs to</p>



	foster adaptability and growth.(Creating)
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Course Content	Weightage	Contact hours
<p><b>Unit 1: Why Change, contemporary issues in change; The Substance and Process of Change What Changes?</b></p> <p>Purpose and Vision; Change Communication Strategies; Resistance to Change.</p>	<b>25%</b>	<b>15</b>
<p><b>Unit 2: Strategic Change Interventions.</b></p> <p>Transformational Change, Continuous Change; Trans organizational Change; Organization Development for Economic, Ecological, and Social Outcomes; Future Directions in Organization Development</p>	<b>25%</b>	<b>15</b>
<p><b>Unit 3 Introduction to Organizational Development and Change</b></p> <p>Introduction to OD, Difference between OD and Change; The Nature of Planned Change, Models of OD; Roots and History of Doing OD; When should organizations use OD?</p>	<b>25%</b>	<b>15</b>
<p><b>Unit 4: The Process of Organization Development</b></p> <p>Entering and Contracting; Diagnosing; Collecting Data, Analysing, and Feeding Back Diagnostic Information; Designing Interventions; Managing Change Evaluating and Reinforcing Organization Development Interventions. Interpersonal and Group Process Approaches; Organization Process Approaches; Employee Involvement; structural design, Downsizing, Reengineering, Parallel structures, TQM, High involvement organization, Work Design.</p>	<b>25%</b>	<b>15</b>

Learning Resources	
	<p><b>Textbook:</b> (Latest Edition):</p> <ol style="list-style-type: none"> <li>Palmer, I., Dunford, R., &amp; Buchanan .A.,. 2009 ,(2nd Ed.) Managing organizational change: A multiple perspectives approach. Boston: McGraw-Hill Irwin</li> <li>Organization Development and Change with MindTap, 11e Author(s): Thomas G. Cummings   Christopher G. Worley, Cengage Learning</li> <li>Organization Development, Principles, Processes, Performance 6. Author : Gary N.</li> </ol>



	McLean, 2018, Pearson
	<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Wendell French and Cecil Bell Organization Development: Behavioral Science Interventions for organization PHI latest edition</li> <li>2. Deepak kumar Organisational System, Design, Himalaya latest edition</li> <li>3. Kavita Singh Organization Change &amp; development Excel Books latest edition</li> </ol>
	<b>Journals &amp; Periodicals:</b> <ol style="list-style-type: none"> <li>1. Journal of Organizational Change Management</li> <li>2. The Journal Of applied Behavioral Science</li> <li>3. Journal of Change Management</li> <li>4. Harvard Business Review</li> </ol>
	<b>Other Electronic Resources:</b> <a href="https://onlinecourses.nptel.ac.in/noc24_mg74/preview">https://onlinecourses.nptel.ac.in/noc24_mg74/preview</a>

<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>	
<b>Mid Semester Marks</b>	20 marks	
<b>End Semester Marks</b>	40 marks	
<b>Continuous Evaluation 40 marks</b>	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement Activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks
<b>Course Outcomes</b>	<ol style="list-style-type: none"> <li>1. Get acquainted with the need for change, Sensitize towards the Change; process of change; resistance to change etc.</li> <li>2. Know the types of change and contemporary issues and future in the field of organization development.</li> <li>3. Gain an understanding about the nature and management of organization development, OD models and history etc.</li> <li>4. Study and analyze the OD process and various interventions.</li> </ol>	



<b>COURSE CODE</b> BBAHR502	<b>COURSE NAME</b> Talent Acquisition and Management	<b>SEMESTER</b> V
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Tutorial	Practical	Total Hours	Lecture	Tutorial	Practical	Total Credit
3	2	0	5	3	1	0	4

<b>Course Prerequisites</b>	Basic Knowledge of Human Resource Management
<b>Course Category</b>	HR Elective
<b>Course focus</b>	Skill & Employability
<b>Rationale</b>	This course focuses on developing an understanding of the talent management process. It also explores different strategies and techniques to identify and manage talented employees and align their skills with the organization's goals and objectives. Talent Management is a critical discipline for organizations aiming to attract, develop, and retain top talent to gain a competitive advantage in today's dynamic and globalized business environment.
<b>Course Revision/ Approval Date:</b>	
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<p>CO1 : Identify the fundamental concepts, theories, and practices in talent management and talent acquisition. (Remembering)</p> <p>CO2: Understand the methods of talent acquisition and relation with competency mapping. (Understanding)</p> <p>CO3: (Applying)</p>



	<p>CO4: Analyze the effectiveness of various talent management practices in achieving organizational success. (Analyzing)</p> <p>CO5: Assess the outcomes of talent management initiatives (Evaluating)</p> <p>CO6: Develop comprehensive talent management strategies that integrate workforce planning, employee development, and succession planning.(Creating)</p>
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Course Content	Weightage	Contact hours
<p><b>Unit 1:Introduction to Talent Management and Talent Acquisition strategies</b></p> <p>Overview of Talent Management and Factors affecting Talent Management context globally; Need and Type of Talent, Four components of Talent Management; Creating a culture for Talent Management. Difference between Recruitment and Talent Acquisition; Definition and role in Talent Management; Contemporary strategies in acquiring talent; Competing value Proposition and role of Employer Branding in Talent Acquisition; Onboarding new Hires and socializing challenges..</p>	<b>25%</b>	<b>15</b>
<p><b>Unit 2: : Talent acquisition and role of Assessment centers</b></p> <p>Concept of Assessment centers; Definition and meaning of assessment centers; Use and Benefit of Assessment centers; Outsourcing and use of technology in Assessment centers; Training Assessors, Resources required, Validity and reliability of Assessment centers, Disadvantages of Assessment center; When to use and not to use Assessment centers. through Assessment Centres. Definition of Competencies, Types of competencies; Assessing and developing competencies; Role of training in Competency development; Competency Mapping, at Individual and task level; Use of Competency Framework for developing Talent.</p>	<b>25%</b>	<b>15</b>
<p><b>Unit 3 Career Management and Succession Planning, Managing Potential of Key talent</b></p>	<b>25%</b>	<b>15</b>



<p>Fundamentals of Career Planning, trends and Best Practices; Models of career Planning; Succession Planning Process and Issues; Challenges pertaining to Succession Planning;. Managing Performance and Potential of Key talent, Managing Potential of Key talent.</p>		
<p><b>Unit 4: Mentoring Talent, Rewarding talent and Future trends in Talent Acquisition and Management</b> Mentoring High Potential talent; Process of effective Mentoring; Gender Differences in Mentoring Process; Managing the Reward and Benefits for Talent, building in customized talent reward strategy for retaining talent, War for talent; Ethics of Managing Talent; Talent and technology trends.</p>	<p><b>25%</b></p>	<p><b>15</b></p>

Learning Resources	
1.	<p><b>Textbook:</b> (Latest Edition):</p> <ol style="list-style-type: none"> <li>1. Talent Management, Author(s): Gowri Joshi   Veena Vohra, Cengage Learning</li> <li>2. Hurconomics for Talent Management Latest Edition Edition: First Publisher: Pearson Education Editor: -- T. V Rao ISBN: 13-978- 8131759677</li> <li>3. The Talent Management Handbook, Third Edition: Making Culture a Competitive Advantage by Acquiring, Identifying, Developing, and Promoting the Best People, 3rd Edition By Lance A. Berger, Dorothy Berger© 2018   Latest Edition available</li> </ol>
2.	<p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>1. Talent Management Handbook: Creating a Sustainable Competitive Advantage by Lance A. Berger and Dorothy Berger</li> <li>2. Talent Management: Cases and Commentary by David G. Collings, Kamel Mellahi, and Wayne F. Cascio</li> <li>3. The Talent Management Handbook: Creating a Dynamic and Sustainable Organisation by David Clutterbuck and Elaine Heslop</li> </ol>
4.	<p><b>Journals &amp; Periodicals:</b></p> <ol style="list-style-type: none"> <li>1. Journal of Talent Management</li> <li>2. Harvard Business Review</li> <li>3. Talent Management Institute</li> <li>4. Society for Human Resource Management</li> <li>5. Human Resource Executive Online</li> </ol>
6.	<p><b>Other Electronic Resources:</b></p> <p><a href="https://www.talentmanagementinstitute.com/">https://www.talentmanagementinstitute.com/</a>  <a href="https://talentculture.com/">https://talentculture.com/</a>  <a href="https://www.talentmanagementalliance.com/">https://www.talentmanagementalliance.com/</a></p>



<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>	
<b>Mid Semester Marks</b>	20 marks	
<b>End Semester Marks</b>	40 marks	
<b>Continuous Evaluation 40 marks</b>	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement Activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks
<b>Course Outcomes</b>	<ol style="list-style-type: none"> <li>1. Understand the concept, types and need of talent management</li> <li>2. Know the use of assessment centres and competency mapping in talent management</li> <li>3. Getting acquainted to challenges of succession planning and best practices of career planning.</li> <li>4. Gaining insights into Mentoring Talent, Rewarding talent and Future trends in Talent Acquisition and Management.</li> </ol>	





<b>COURSE CODE</b> AECC501	<b>COURSE NAME</b> Indian Constitution	<b>SEMESTER</b> V
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
30	0	0	30	2	0	0	2

<b>Course Prerequisites</b>	<ul style="list-style-type: none"><li>• Basic understanding of Indian polity and governance (recommended completion of an introductory course on the Indian Constitution or Political Science).</li><li>• Familiarity with key economic concepts such as fiscal policy, federalism, and economic justice.</li><li>• Proficiency in legal terminology and interpretation is beneficial but not mandatory.</li></ul>
<b>Course Category</b>	Value Added Course



<b>Course focus</b>	<ul style="list-style-type: none"> <li>● To explore the intersection of economic policies and constitutional provisions in India.</li> <li>● To analyze the historical, legal, and economic implications of landmark constitutional cases.</li> <li>● To understand the dynamic balance between economic liberty and regulation within the framework of the Indian Constitution.</li> </ul>
<b>Rationale</b>	<ol style="list-style-type: none"> <li>1. Develop an understanding of the Indian Constitution beyond legal and political lenses, emphasizing its significance for business students.</li> <li>2. Recognize the importance of comprehending constitutional basics and their impact on trade, economy, and business practices.</li> <li>3. Analyze the inclusion of economic justice in the preamble and its implications for post-colonial economic policies.</li> <li>4. Explore the legal history of competing claims between economic development and principles of equity and justice in India.</li> <li>5. Examine the transition from state-led industrialization to liberalization, highlighting the constitutional underpinnings of these economic shifts.</li> <li>6. Investigate the constitutional provisions relevant to business, such as the fundamental right to practice any profession, occupation, trade, or business as enshrined in Article 19.</li> </ol>
<b>Course Revision/ Approval Date:</b>	
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<ol style="list-style-type: none"> <li>1. <b>Remembering</b> <ul style="list-style-type: none"> <li>○ Recall key articles of the Constitution related to economic and business rights (e.g., Articles 19, 280, 301-307).</li> <li>○ List significant case studies influencing the economic interpretation of the Constitution.</li> </ul> </li> <li>2. <b>Understanding</b> <ul style="list-style-type: none"> <li>○ Explain the historical evolution of the Indian Constitution as an economic document.</li> <li>○ Describe the principles of fiscal federalism and their implementation challenges.</li> </ul> </li> <li>3. <b>Applying</b> <ul style="list-style-type: none"> <li>○ Apply constitutional principles to analyze current business regulations and economic policies.</li> <li>○ Relate historical judgments to contemporary economic scenarios.</li> </ul> </li> <li>4. <b>Analyzing</b> <ul style="list-style-type: none"> <li>○ Examine the overlap between constitutional law and economic justice through case studies.</li> </ul> </li> </ol>



	<ul style="list-style-type: none"> <li>○ Critically analyze the balance between fundamental rights and reasonable restrictions.</li> </ul> <p><b>5. Evaluating</b></p> <ul style="list-style-type: none"> <li>○ Assess the impact of constitutional amendments and judgments on India’s economic landscape.</li> <li>○ Judge the effectiveness of fiscal policies within the framework of fiscal federalism.</li> </ul> <p><b>6. Creating</b></p> <ul style="list-style-type: none"> <li>○ Develop case-based strategies for resolving modern constitutional and economic dilemmas.</li> <li>○ Propose frameworks for enhancing fiscal federalism and economic justice through constitutional amendments.</li> </ul>
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Course Content	Weightage	Contact hours
<p><b>Unit 1 An Economic History of the Constitution of India</b>            Historical understanding of the constitution as an economic document. Understanding the Preamble, Starting from the land reform cases in the 1950s to the validity of the bitcoin ban imposed by the RBI, this module signpost all of the important economic moments in the constitutional history of post-colonial India; Constitutional design, Legal Regulation and economic justice</p>	20%	7
<p><b>Unit 2 Fundamental Rights and Business in India</b>            Article 19(1)(g), grants every citizen the right, to practise any profession, or to carry on any profession, occupation, trade, or business. Like other fundamental rights, this right is subject to reasonable restrictions impose by the state. This particular provision of the Constitution has been one of the most severely litigated freedoms. Fundamental Duties.</p>	30%	8
<p><b>Unit 3 Fiscal Federalism</b>            Article articles 301 to 307 of the Constitution pertains to Trade, Commerce and Intercourse within the Territory of India; Challenges associated with fiscal federalism in India including the vertical fiscal imbalance; Article 280 of the Constitution.</p>	20%	7
<p><b>Unit 4 Constitutional battles that shaped the economy</b>            This module will be taught through key case studies that demonstrate the complex and fascinating overlap between the constitution and business and shall use Saurabh Kirpal’s book Fifteen Judgments: Cases that Shaped India’s Financial Landscape as our guide through this landscape. The case studies include the banning of diesel engine cars, Telecom regulation and ownership of broadcast media, Demonetisation, Aadhaar, the lifting of restrictions on dealing in cryptocurrencies</p>	30%	8

Learning Resources	
<b>Textbook:</b>	
<b>References:</b>	
	● The Oxford Handbook of the Indian Constitution, Oxford university press. Cases



<ul style="list-style-type: none"> <li>● Rustom Cavasjee Cooper v. Union of India, (1970) 1 SCC 248</li> <li>● State of Rajasthan v. Mohan Lal Vyas, AIR 1971 SC 2068 (confirmation of a private monopoly, not a violation of fundamental right)</li> <li>● Mithilesh Garg v. Union of India, (1992) 1 SCC 168 : AIR 1992 SC 221 (Right to carry on business, not breached when it is liberalised)</li> <li>● Chintamanrao v. The State of Madhya Pradesh, AIR 1951 SC 118 (scope of reasonable restrictions in relation to trade and occupation)</li> <li>● Cooverjee B. Bharucha v. Excise Commissioner, Ajmer, AIR 1954 SC 220 (the reasonableness of the restriction imposed may depend upon the nature of the business and prevailing conditions including public health and morality)</li> <li>● T. B. Ibrahim v. Regional Transport Authority. Tanjore, AIR 1953 SC 79</li> <li>● Harman Singh v. RTA, Calcutta, AIR 1954 SC 190</li> <li>● Dwarka Prasad Laxmi Narain v. State of U.P., AIR 1954 SC 224</li> <li>● State of Bombay v. R.M.D. Chamarbaugwala, AIR 1957 SC 699</li> <li>● Parbhani Transport Coop. Society Ltd. v. Regional Transport Authority, Aurangabad, AIR 1960 SC 801 Model curriculum for UG Degree in BBA 67</li> <li>● State of Bombay v. R. M. D. Chamarbaugwala, (1957) S.C.R. 874,</li> <li>● G.K.Krishnan vs State of Tamil Nadu, 1975 SCC (1) 375</li> <li>● Automobile Transport (Rajasthan) Ltd. Vs State of Rajasthan, AIR 1962 SC 1406</li> </ul>
<p><b>Reference Books:</b>            Granville Austin – <i>The Indian Constitution: Cornerstone of a Nation.</i>            Saurabh Kirpal – <i>Fifteen Judgments: Cases that Shaped India’s Financial Landscape.</i>            M.P. Jain – <i>Indian Constitutional Law.</i>            H.M. Seervai – <i>Constitutional Law of India.</i>            D.D. Basu – <i>Introduction to the Constitution of India.</i></p>
<p><b>Journals &amp; Periodicals:</b>  <i>Economic and Political Weekly (EPW)</i>  <i>Indian Journal of Constitutional Law.</i>  <i>National Law School of India Review.</i>  <i>Journal of Indian Law and Society.</i>  <i>The Indian Journal of Economics.</i></p>
<p><b>Other Electronic Resources:</b>            Websites of the Supreme Court of India and High Courts (for judgments and case laws).            National Informatics Centre (NIC) - <i>Online Constitution Repository.</i>            Blogs: <i>Indian Constitutional Law and Philosophy</i> and <i>SpicyIP.</i>            Online courses and resources from platforms like Coursera, edX, and SWAYAM.</p>

<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>
<b>Mid Semester Marks</b>	20 marks
<b>End Semester Marks</b>	40 marks



<b>Continuous Evaluation</b> <b>40 marks</b>	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks
<b>Course Outcomes</b>	<p><b>CO1:</b> Describe the historical evolution of the Constitution as an economic document and its foundational principles.</p> <p><b>CO2:</b> Analyze the implications of Articles 19, 280, and 301-307 on India's business and fiscal policies.</p> <p><b>CO3:</b> Evaluate the outcomes of landmark constitutional cases shaping India's economic landscape.</p> <p><b>CO4:</b> Apply the concepts of fiscal federalism and economic justice to contemporary issues.</p> <p><b>CO5:</b> Synthesize knowledge to propose reforms for addressing economic challenges through constitutional mechanisms.</p>	

<b>COURSE CODE</b> BBA601	<b>COURSE NAME</b> Project Management	<b>SEMESTE</b> R VI
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<b>Teaching Scheme (Hours)</b>	<b>Teaching Credit</b>
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Lecture	Tutorial	Practical	Total Hours	Lecture	Tutorial	Practical	Total Credit
3	2	0	5	3	1	0	4

<b>Course Prerequisites</b>	<b>Basic knowledge of planning, organizing, leadership, and resource allocation concepts:</b> Basic understanding of business concepts and management principles. Familiarity with project-related terminology and tools is helpful. Prior experience in any organizational or team-based environment will enhance comprehension of the practical aspects of project management.
<b>Course Category</b>	Basic Core Course
<b>Course focus</b>	<b>Planning, Execution and Delivery:</b> The Project Management course focuses on the fundamentals of managing projects through their lifecycle, from initiation to closure. It covers project planning, scheduling, resource allocation, and risk management. Students will learn how to use tools like Microsoft Project for effective project execution and monitoring. Agile methodologies are introduced in the final unit to compare with traditional methods.
<b>Rationale</b>	<ol style="list-style-type: none"> <li>1. To provide a comprehensive understanding of the project management lifecycle from inception to closure.</li> <li>2. To enhance skills in using project management tools such as Microsoft Project for managing complex projects.</li> <li>3. To explore effective stakeholder management and communication strategies critical for project success.</li> <li>4. To analyze risk management strategies and their application to ensure project success under varying circumstances.</li> </ol>
<b>Course Revision/ Approval Date:</b>	
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<p>CO1 : Remembering key concepts of project management, including project lifecycle, phases, and roles of project managers.</p> <p>CO2: Understanding the stages of project management, project planning, and the tools used for scheduling, budgeting, and resource allocation.</p> <p>CO3: Applying project management principles and tools such as Gantt charts, PERT, and Microsoft Project for</p>



	<p>scheduling and managing projects.</p> <p>CO4: Analyzing project scenarios to identify risks, resource needs, and quality control measures, ensuring alignment with project goals.</p> <p>CO5: Evaluating project performance by measuring outcomes, assessing risks, and determining project success against objectives and stakeholder requirements.</p> <p>CO6: Creating a comprehensive project plan incorporating scope, objectives, WBS, timelines, and resource allocation using appropriate project management tools.</p>
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Course Content	Weightage (25%)	Contact hours
<p><b>Unit 1 Fundamentals of Project Management</b></p> <p>This unit covers the core concepts of project management, including the project life cycle, the role of the project manager, and the organizational context of projects. Students will learn about the stages of a project from initiation to closure and the key responsibilities of a project manager in driving project success.</p>	<b>25%</b>	<b>15</b>
<p><b>Unit 2 Project Planning and Tools</b></p> <p>Focusing on the planning phase of project management, this unit explores setting project scope and objectives, developing a Work Breakdown Structure (WBS), and managing time through scheduling techniques such as Gantt charts and PERT/CPM. Practical application includes using Microsoft Project to create and manage schedules, emphasizing the integration of project management tools to streamline project planning.</p>	<b>25%</b>	<b>15</b>
<p><b>Unit 3 Executing and Monitoring Projects</b></p>	<b>25%</b>	<b>15</b>



<p>This unit delves into resource allocation, budgeting, and quality control within project execution. Students will also learn about risk management processes including identification, analysis, and response strategies. Practical exercises will include resource management and performance tracking using Microsoft Project, highlighting effective control measures to ensure project alignment with planned objectives.</p>		
<p><b>Unit 4 Concluding Projects and Agile Methodologies</b></p> <p>The final unit discusses the closing phase of projects, including performance measurement, stakeholder communication, and post-project evaluation. Additionally, this unit introduces Agile project management principles and the Scrum framework, comparing Agile with traditional project management methods to provide students with a broader understanding of managing projects in dynamic environments.</p>	<p><b>25%</b></p>	<p><b>15</b></p>

Learning Resources	
1.	<p><b>Textbook:</b></p> <ol style="list-style-type: none"> <li>Information Technology Project Management, by Kathy Schwalbe, Cengage Learning.</li> <li>Project Management: A Managerial Approach, by Jack R. Meredith and Samuel J. Mantel Jr., Wiley</li> </ol>
2.	<p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>Understand and apply the key principles of project management to various project environments. Model curriculum for UG Degree in BBA 133</li> <li>Gain proficiency in using Microsoft Project for project planning, execution, monitoring, and closing.</li> <li>Develop skills in stakeholder management and communication strategies essential for project success.</li> <li>Explore and apply risk management techniques to mitigate potential project issues.</li> </ol>
3.	<p><b>Journals &amp; Periodicals:</b></p>
4.	<p><b>Other Electronic Resources:</b></p> <p><a href="https://onlinecourses.nptel.ac.in/noc24_mg74/preview">https://onlinecourses.nptel.ac.in/noc24_mg74/preview</a></p>





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<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>	
<b>Mid Semester Marks</b>	20 marks	
<b>End Semester Marks</b>	40 marks	
<b>Continuous Evaluation</b> <b>40 marks</b>	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks
<b>Course Outcomes</b>		



<b>COURSE CODE</b> BBA602	<b>COURSE NAME</b> Business Taxation	<b>SEMESTE</b> R VI
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Tutorial	Practical	Total Hours	Lecture	Tutorial	Practical	Total Credit
2	0	0	2	2	0	0	2

<b>Course Prerequisites</b>	Basic concepts related tax.
<b>Course Category</b>	Compulsory
<b>Course focus</b>	Indirect Tax - GST in India. Its methods, calculation and its implications on Business
<b>Rationale</b>	<ol style="list-style-type: none"> <li>1. Analyse the legal provisions governing GST and Customs Duty to comprehend their scope and application in business transactions.</li> <li>2. Examine the tax implications of GST and Customs Duty on different business activities.</li> <li>3. Explain procedures and methods to calculate GST liabilities and Customs Duty obligations accurately, ensuring compliance with relevant laws and regulations.</li> <li>4. Orient with the practical application of GST and Customs Duty in business decision-making processes.</li> <li>5. Provide knowledge of latest amendments and changes in GST and Customs Duty laws to adapt business strategies and practices accordingly</li> </ol>
<b>Course Revision/ Approval Date:</b>	



<b>Course Objectives (As per Blooms' Taxonomy)</b>	<p>To Understand the various terminologies used in Taxation.</p> <p>To Apply Taxation terminologies in real life business</p> <p>To Analyze the impact of GST on the business</p> <p>To Evaluate various amendments and changes in GST over the time period</p> <p>To Create business strategies related to customs duty.</p>
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Course Content	Weightage	Contact hours
<p><b>Unit 1 Goods and Service Taxes (GST) –</b></p> <p>Overview and Concepts Fundamentals of GST, Constitution {101st Amendment} Act 2016, Tax Structure in India, Types of Taxes – Direct and Indirect Taxes. Introduction to GST – need for GST, origin, Constitutional amendment for bringing GST, one nation one tax, objectives, structure, GST council, tax rates, GST vis-à-vis earlier tax laws, advantages, disadvantages. Introduction to Central Goods and services Tax 2017 (CGST), State Goods and Service Tax Act 2017 (SGST), Union Territory Goods and Services Tax Act 2017 (UTGST), Integrated Goods and Services Tax Act 2017, Goods and Service Tax Network (GSTN), GST Council. Dual Model of GST – GSTN. Process of registration, compulsory registration, exemption from registration, liability for registration, deemed registration, cancellation of registration and revocation of registration. GST Unique Identification Number (GSTIN).</p>	25%	8
<p><b>Unit 2 Levy, Collection and Input Tax Credit</b></p> <p>Meaning of Supply, scope of supply, types of Supplies – Composite and Mixed Supplies. Levy and Composition, Composition of Levy. Persons liable to pay GST, Time of Supply and Value of Supply. Input Tax Credit –</p>	25%	7



<p>eligible and ineligible tax credit. Availability of Tax Credit under special circumstances- Transfer of Input Tax Credit – Input Service Distributor- Tax Invoice - Bill of Supply- Credit Note -Debit Note - Receipt Voucher - Payment Voucher - Revised Invoice - Transportation of goods without issue of Invoice - Delivery Challan. Payment of Tax -Modes of Payment - Electronic Liability Register - Electronic Credit Ledger - Electronic Cash Ledger- Time line for Payment of Tax - Challan Reconciliation - Interest on Late Payment - Set off of Input Tax Credit - RefundsApplication for Refund of Tax, Interest, Penalty, Fees or any Other Amount.</p>		
<p><b>Unit 3 Filing of GST Returns and Audit</b></p> <p>Overview of GSTR 1- GSTR 3B - GSTR 4 GSTR 5- GSTR6- GSTR7-GSTR8- GSTR – 9 - GSTR10- GSTR11. Audit by tax authority's U/s 65 – Special Audit U/s 66- Audit by department- Power of Departmental Audit – Returns- Authorization to Audit – Audit Procedure – Duration of Audit- Audit Findings-Reply to Audit Findings - Period of Limitation to issue Show Cause Notice - Assessment under Chapter XII- Assessment &amp; Audit Rules (no 98 to 102) - Demands and Recovery. Practical's on online GST Registration Process and Payment of Tax; Enabling GST and Defining Tax Details - Tally ERP; Defining Tax Rates at Master and Transaction Levels; Defining GST Rates at Stock Group Level; Defining GST Rate at Transaction Level; Accounting of GST Transactions; Creation of GST Duty ledgers; GST Reports; Generating GSTR; Exporting GSTR; Uploading of GSTR on GST portal.</p>	<p><b>25%</b></p>	<p><b>8</b></p>
<p><b>Unit 4 Customs Duty</b></p> <p>Introduction- Basic Concepts - Territorial Waters - High Seas – Types of Customs Duties - Basic customs duty - Protective duties - Safeguard duty – Countervailing Duty on subsidized articles - Anti-dumping duty – Baggage - Valuation - Baggage Rules and Exemptions. Procedure (including warehousing) - Export Procedure - Deemed Exports - Model curriculum for UG Degree in BBA 135 Duty drawback - Customs (Import of Goods at Concessional Rate of Duty) Rules, 2017 - Valuation of Imported Goods -Valuation of Export Goods.</p>	<p><b>25%</b></p>	<p><b>7</b></p>



Learning Resources	
1.	<b>Textbook:</b> 1. Datey, V. S.; Indirect Taxes. Taxmann Publications Pvt. Ltd. 2. Balachandran, V. ; Indirect Tax Laws. Sultan Chand & Sons. 3. Datey, V. S.; GST and Customs Law. Taxmann Publications Pvt. Ltd. 4. Singhanian, V. K., & Singhanian, K.; Indirect Taxation. Taxmann Publications Pvt. Ltd. 5. Sahay, B. S., & Ranjan, R. ; Goods and Services Tax (GST). Cengage Learning India. 6. Sury, M. M.; Indirect Taxes. New Century Publications.
2.	<b>Reference Books:</b>
3.	<b>Journals &amp; Periodicals:</b>
4.	<b>Other Electronic Resources:</b> <a href="https://onlinecourses.nptel.ac.in/noc24_mg74/preview">https://onlinecourses.nptel.ac.in/noc24_mg74/preview</a>

Evaluation Scheme	Total Marks: 100								
Mid Semester Marks	20 marks								
End Semester Marks	40 marks								
<b>Continuous Evaluation 40 marks</b>	<table border="1"> <tr> <td>Class Participation</td> <td>10 marks</td> </tr> <tr> <td>Quiz</td> <td>5 marks</td> </tr> <tr> <td>Skill Enhancement activities/ Case Study/ Research Paper</td> <td>15 marks</td> </tr> <tr> <td>Presentation</td> <td>10 marks</td> </tr> </table>	Class Participation	10 marks	Quiz	5 marks	Skill Enhancement activities/ Case Study/ Research Paper	15 marks	Presentation	10 marks
	Class Participation	10 marks							
	Quiz	5 marks							
	Skill Enhancement activities/ Case Study/ Research Paper	15 marks							
	Presentation	10 marks							
<b>Course Outcomes</b>	CO1: Understanding the various terminologies used in Taxation. CO2: Applying Taxation terminologies in real life business CO3: Analyzing the impact of GST on the business CO4: Evaluating various amendments								



	and changes in GST over the time period CO5: Creating business strategies related to customs duty.
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### HR Specialization (Discipline-specific Elective Subject)

<b>COURSE CODE</b> BBAHR601	<b>COURSE NAME</b> Performance and Compensation Management	<b>SEMESTER</b> R VI
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Tutorial	Practical	Total Hours	Lecture	Tutorial	Practical	Total Credit
3	1	0	4	3	1	0	4

<b>Course Prerequisites</b>	Basic knowledge of Human Resource Management
<b>Course Category</b>	HR Elective
<b>Course focus</b>	HR Skills



<b>Rationale</b>	<ol style="list-style-type: none"> <li>1. To provide learners with understanding of performance management concepts.</li> <li>2. To equip learners with the dynamics of performance appraisal and develop criteria for assessing performance.</li> <li>3. To enable learners to develop effective appraisal systems that can be linked to managerial objectives and compensation.</li> <li>4. To enable learners with contemporary issues and solutions in appraisal systems.</li> </ol>
<b>Course Revision/ Approval Date:</b>	
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<p>CO1 : Recall and identify the fundamental concepts, theories and frameworks of performance management and compensation strategies.(Remembering)</p> <p>CO2: Explain the components of an effective performance management system and their connection to compensation.(Understanding)</p> <p>CO3: Implement performance appraisal techniques to assess employee effectiveness and recommend adjustments to compensation plans.(Applying)</p> <p>CO4: Analyze the relationship between performance metrics and compensation strategies to identify areas for improvement.(Analyzing)</p> <p>CO5: Critically assess the fairness and effectiveness of existing compensation systems using qualitative and quantitative criteria. (Evaluating)</p> <p>CO6: Design an innovative performance management and compensation framework that incorporates industry best practices and strategic goals. (Creating)</p>

Course Content	Weightage	Cont act hour
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<p><b>Unit 1 Introduction to Performance Management</b></p> <p>Meaning, Principles, Objectives, Purpose of Performance Management, Performance Management vs Performance Appraisal, Performance management as a System and Process of Management.</p>	<b>25%</b>	<b>15</b>
<p><b>Unit 2 Performance Planning and Managing Performance Developing</b></p> <p>Performance Planning: Agreement and Action Planning, Methods of managing performance of all the levels of Management (including labour), Graphics rating scale, Ranking Methods, Paired Comparison Methods, Forced Distribution Method, Critical Incident Method, Behaviourally Anchored Rating Scales, Management By Objective, 360-Degree Performance Appraisal, Performance Feedback &amp; Counselling, Performance analysis for Individual and organizational Development.</p>	<b>25%</b>	<b>15</b>
<p><b>Unit 3 Learning Organisation and Performance Based Compensation</b></p> <p>Concept-Peter Senge Model, Need, Types, Factors and Obstacles in Learning Organisation, Performance Management and Compensation: Concept of Performance Related Pay, Criteria for Performance Related Pay, Installing and Monitoring PRP.</p>	<b>25%</b>	<b>15</b>
<p><b>Unit 4 Implementation of Performance Management Performance Management and Career Planning:</b></p> <p>Advantages and Significance, Coaching and Mentoring in Performance Management: Concept, Roles, Advantage and Disadvantage of Coaching and Mentoring, Performance Management and Talent Management: Concepts, Features and Strategies to retain employees. Competency Mapping, Competency Mapping &amp; its Linkage with Career Development and Succession Planning, Online Appraisal: Advantage &amp; Disadvantage, Performance Management Audit, Ethical and Legal issues in Performance Management</p>	<b>25%</b>	<b>15</b>

Learning Resources	
1.	<b>Textbook:</b>





	<ol style="list-style-type: none"> <li>1. Armstrong, M. (2003). Handbook of Strategic Human Resource Management: a guide to action. Crest.</li> <li>2. Armstrong, M. (2006). Performance management: Key strategies and practical guidelines. Kogan page.</li> <li>3. Berger, L. A., &amp; Berger, D. R. (2004). The talent management handbook. New York, NY: McGraw-Hill.</li> <li>4. Bhattacharyya, D. K. (2011). Performance management systems and strategies. Pearson Education India.</li> <li>5. Dencker, J. C. (2009). Relative bargaining power, corporate restructuring, and managerial incentives. Administrative Science Quarterly, 54(3), 453-485.</li> <li>6. Jordan, A. H., &amp; Audia, P. G. (2012). Self-enhancement and learning from performance feedback. Academy of management review, 37(2), 211-231.</li> <li>7. Liu, D., Mitchell, T. R., Lee, T. W., Holtom, B. C., &amp; Hinkin, T. R. (2012). When employees are out of step with coworkers: How job satisfaction trajectory and dispersion influence individual-and unit-level voluntary turnover. Academy of management journal, 55(6), 1360-1380.</li> <li>8. McDonnell, A. (2011). Still fighting the “war for talent”? Bridging the science versus practice gap. Journal of business and psychology, 26, 169-173.</li> <li>9. Rao, T. V. (2004). Performance Management and Appraisal Systems: HR tools for global competitiveness. SAGE Publications India.</li> <li>10. Silzer, R., &amp; Dowell, B. E. (2009). Strategy-Driven Talent Management. John Wiley &amp; Sons</li> <li>11. Trevor, C. O., Reilly, G., &amp; Gerhart, B. (2012). Reconsidering pays dispersion's effect on the performance of interdependent work: Reconciling sorting and pay inequality. Academy of Management Journal, 55(3), 585-610.</li> </ol>
2.	<p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>1. Varkkey, B., &amp; Dessler, G. (2018). Human Resource Management (15th ed.). Pearson India.</li> <li>2. Dewakar Goel, PERFORMANCE APPRAISAL AND COMPENSATION MANAGEMENT, PHI Learning, New Delhi.</li> <li>3. Richard.I. Henderson, COMPENSATION MANAGEMENT IN A KNOWLEDGE BASED WORLD, Prentice Hall India, New Delhi.</li> <li>4. Richard Thrope &amp; Gill Homen, STRATEGIC REWARD SYSTEMS, Prentice Hall India, New Delhi.</li> </ol>



5.	<b>Journals &amp; Periodicals:</b>
6.	<b>Other Electronic Resources:</b> <a href="https://onlinecourses.nptel.ac.in/noc24_mg74/preview">https://onlinecourses.nptel.ac.in/noc24_mg74/preview</a>

<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>	
<b>Mid Semester Marks</b>	20 marks	
<b>End Semester Marks</b>	40 marks	
<b>Continuous Evaluation</b> 40 marks	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks
<b>Course Outcomes</b>	<ol style="list-style-type: none"> <li>1. Remember the meaning, principles, objective of performance management</li> <li>2. Understand the methods of performance planning and manage performance development.</li> <li>3. Implement performance appraisal techniques to assess employee effectiveness and recommend adjustments to compensation plans.</li> <li>4. Analyze the roles, advantages, and disadvantages of coaching and mentoring in the context of performance management.</li> </ol>	

<b>COURSE CODE</b> BBAHR602	<b>COURSE NAME</b> INDUSTRIAL RELATION & LABOUR LAWS	<b>SEMESTER</b> VI
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Tutorial	Practical	Total Hours	Lecture	Tutorial	Practical	Total



							<b>Cre dit</b>
3	1	0	4	3	1	0	4

<b>Course Pre-requisites</b>	Fundamental knowledge about Human Resource Management
<b>Course Category</b>	HR Electives
<b>Course focus</b>	Employability
<b>Rationale</b>	This course will provide students a comprehensive understanding of the legal framework governing employment relations, as well as the practical skills needed to manage workplace conflicts and negotiations effectively. This knowledge is essential for any business graduate who intends to work in a managerial or supervisory role, particularly in industries with unionized workforce.
<b>Course Revision/ Approval Date:</b>	23rd February 2022 (6 <sup>th</sup> BoS)
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<ol style="list-style-type: none"> <li>1. To analyze the nature, scope and evolution of industrial relations, in India.</li> <li>2. To evaluate the role of the government in industrial relations, including state intervention.</li> <li>3. To critically examine the concept of workers' participation, including its purpose, types, and government policies.</li> <li>4. To apply the provisions of labour laws to real-world scenarios, including understanding their scope and extent, definitions, and procedures.</li> <li>5. To synthesize information from various acts related to labor welfare to realize their overall impact on labor welfare in India.</li> </ol>

<b>Course Content (Theory)</b>	<b>Weightage</b>	<b>Cont act hou rs</b>
<b>Unit 1: INDUSTRIAL RELATIONS IN A COMPARATIVE FRAMEWORK</b> Meaning, scope and nature of Industrial Relations; Evolution of IR in India; Objectives of IR; Trade Unions in India, ILO in IR, Key Issues and critical challenges	<b>20%</b>	<b>12</b>
<b>Unit 2: THE ROLE OF GOVERNMENT IN INDUSTRIAL RELATIONS</b> The means of state intervention, role of state in industrial relations at the state level, industrial conflict, reference of disputes to boards, courts or tribunals, voluntary reference of disputes to arbitration, strengthening conciliation, promoting alternative dispute resolution mechanisms.	<b>20%</b>	<b>12</b>



<b>Unit 3: WORKERS PARTICIPATION</b> Meaning of participation, Purpose of workers participation, Types and degree of participation, Government policy and participation, Structure of participative management, Nature and benefits of participative management, Quality circles, Composition of quality circles, Functioning of quality circles, Cases relating to quality circles with Indian Case studies.	<b>20%</b>	<b>12</b>
<b>Unit 4: THE INDUSTRIAL DISPUTES ACT, 1947</b> Scope and Extent of the act, Definitions [Industry, Industrial dispute, Individual and collective dispute, Average Pay, Employer, Lay – off, Lock Out, Retrenchment, Strike, Unfair Labor Practices, Wage and Workmen], Procedure for settlement of industrial dispute, Prohibition of strikes and lockouts, Notice of change in conditions of service, Voluntary reference of disputes to arbitration, Award Settlement	<b>20%</b>	<b>12</b>
<b>Unit 5: FACTORIES ACT, 1948</b> Definitions, Welfare Measures under the act, Safety Measures under the act, Working hours for adults, Employment of [Young persons, Women], Annual leave with wages, Penalties and Procedures. <b>General overview on</b> <ol style="list-style-type: none"><li>1. Payment of Wages Act, 1936</li><li>2. The Minimum Wages Act, 1948</li><li>3. Contract Labour (Regulation and Abolition Act), 1986</li><li>4. Child Labour Prohibition and Regulation Act, 1986</li></ol>	<b>20%</b>	<b>12</b>



<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>								
<b>Mid Semester Marks</b>	20 marks								
<b>End Semester Marks</b>	40 marks								
<b>Continuous Evaluation 40 marks</b>	<table border="1"><tr><td>Class Participation</td><td>10 marks</td></tr><tr><td>Quiz</td><td>5 marks</td></tr><tr><td>Skill Enhancement activities/ Case Study/ Research Paper</td><td>15 marks</td></tr><tr><td>Presentation</td><td>10 marks</td></tr></table>	Class Participation	10 marks	Quiz	5 marks	Skill Enhancement activities/ Case Study/ Research Paper	15 marks	Presentation	10 marks
Class Participation	10 marks								
Quiz	5 marks								
Skill Enhancement activities/ Case Study/ Research Paper	15 marks								
Presentation	10 marks								
<b>Course Outcomes</b>	<ol style="list-style-type: none"><li>1. Understand the meaning, concepts and evolution of IR</li><li>2. Discuss the role of government in IR</li><li>3. Gain knowledge of various methods of workers participation</li><li>4. Get acquainted with the Act of Industrial dispute Act 1947.</li><li>5. Learn and analyze the varied labour laws and acts.</li></ol>								



<b>COURSE CODE</b> BBAFM601	<b>COURSE NAME</b> Strategic Corporate Finance	<b>SEMESTER</b> VI
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Tutorial	Practical	Total Hours	Lecture	Tutorial	Practical	Total Credit
3	1	0	4	3	1	0	4

<b>Course Prerequisites</b>	Basic Information about Finance and Account Terminology
<b>Course Category</b>	Accounting & Finance Electives
<b>Course focus</b>	This subject concerned is to maximize the operational efficiency of financial decisions components firm valuation and mergers and acquisition. Strategic Financial management helps maintain smooth operations of the business and it can help to improve the company's earnings with profitability.
<b>Rationale</b>	<ol style="list-style-type: none"> <li>1. Develop an understanding of the concept of Strategic Finance for decision-making in the corporate world.</li> <li>2. Expand knowledge of corporate valuation and gain an overview of different corporate valuation techniques.</li> <li>3. Compare and contrast situations of financial distress and their management strategies.</li> <li>4. Orient students with the concept of merger, acquisition or management buyout</li> </ol>
<b>Course Revision/ Approval Date:</b>	
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<ul style="list-style-type: none"> <li>● <b>CO1:</b> To Understand the importance of strategic corporate finance by exploring financial risks, capital structure determinants, and cost of capital concepts, and identifying strategies for shareholder value and corporate value maximization.</li> <li>● <b>CO2:</b> To Apply enterprise valuation methodologies such as discounted cash flow (DCF), market multiples, and</li> </ul>



precedent transactions to estimate equity and enterprise value, and evaluate firm valuation using advanced models like CAPM and Adjusted Present Value.

- **CO3:** Analyze the causes and symptoms of bankruptcy, explore strategies for reorganization and liquidation, and evaluate exit strategies, including tax implications and negotiations, to assess the financial and operational health of distressed firms.
- **CO4:** To Evaluate merger and acquisition strategies by understanding types, valuation methodologies, and financing techniques while addressing due diligence, legal issues, tax considerations, and shareholder impacts for effective decision-making.



Course Content	Weightage	Contact hours
<p><b>Unit 1: Introduction</b></p> <p>Introduction to strategic corporate finance: Strategy v/s Planning. Importance of strategy in financial decisions. types of financial strategy for shareholder's wealth maximization, overall corporate value addition and economic value addition. Key Financial Risks – Interest rate risk, Credit risk, Political risk, Currency risk, Foreign exchange markets, Money market hedges, Exchange rate risk management strategies, Interest rate risk management strategies, Credit risk management strategies, Long-term exposure to foreign currency risk. Different sources of capital, determination of capital structure and factors affecting the capital structure, cost of capital.</p>	25%	15
<p><b>Unit 2: Concept of Valuation</b></p> <p>Overview of company valuation, Valuation Principles and Practices, “what if” scenarios, key financial and commercial factors affecting the business valuation. Applying enterprise valuation methodologies including market multiples, precedent transactions and discounted cash flow analysis (DCF). Estimating a Firm's Equity and Enterprise Value for investment and change of control analysis. Estimating a Firm's Cost of Capital: CAPM, Arbitrage Pricing Theory and alternatives to CAPM, Weighted Average Cost of Capital. Valuing Firms with a Changing Capital Structure, Adjusted Present Value. Overview of other approaches of valuation- Income Approach, Market Approach, Asset Based Approach, EVA.</p>	25%	15
<p><b>Unit 3: Financial Distress and Restructuring</b></p> <p>Meaning of bankruptcy, factors leading to bankruptcy, symptoms and predictions of bankruptcy, reorganization of distressed firms, liquidation of firms. Company disposals: retirement sale or the sale of a non-core subsidiary, planned exit, forceful retirement and other disposals. Exit strategy- most appropriate exit route, valuation, timing of sale and tax planning opportunities, identification of potential purchasers, approaching the potential purchaser, negotiate with potential acquirers and selection of a preferred purchaser, calculation of the various tax implications.</p>	25%	15
<p><b>Unit 4: Merger and Acquisitions</b></p>	25%	15





<p>Overview of M&amp;A, Types of mergers and procedures, Valuation of an organisation, Value gaps, Financing mergers and takeovers, Defence tactics, Legal and financial due diligence, Management buy outs. Leverage buyouts. Reverse Merger. Valuation Methods, Benchmarks of Value &amp; Valuation of the Target's Equity, Marketability of the Stock, Takeovers and Control Premiums, Shareholder Wealth Effects and Methods of Payment , Exchange Ratio. Tax Issues in M&amp;A - Financial Accounting for M&amp;As, Taxable versus Tax-Free Transactions.</p>		
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Learning Resources	
1.	<p><b>Textbook (Latest Edition):</b></p> <ol style="list-style-type: none"> <li>1. Berk, J., &amp; DeMarzo, P. ;Corporate Finance. Pearson Education Limited.</li> <li>2. Brealey, R. A., Myers, S. C., &amp; Allen, F. ;Principles of Corporate Finance. McGraw-Hill Education.</li> <li>3. Clayman, M. R., Fridson, M. S., Troughton, G. H., &amp; Scanlan, M. C. ;Corporate Finance: A Practical Approach. Wiley.</li> <li>4. Damodaran, A. ; Corporate Finance Theory and Practice. John Wiley &amp; Sons, Inc.</li> <li>5. Horne, J. C. V., &amp; Wachowicz, J. M., Jr. Fundamentals of Financial Management. FT Prentice Hall, Pearson Education.</li> <li>6. Pettit, J. ; Strategic Corporate Finance Applications in Valuation and Capital Structure. John Wiley &amp; Sons, Inc.</li> <li>7. Rosenbaum, J., &amp; Pearl, J. ; Investment Banking: Valuation, Leveraged Buyouts, and Mergers &amp; Acquisitions. Wiley.</li> <li>8. Griffith College. ; CPA Strategic Level - Strategic Corporate Finance.</li> </ol>
2.	<b>Reference Books:</b>
3.	<b>Journals &amp; Periodicals:</b>
4.	<b>Other Electronic Resources:</b>

<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>
<b>Mid Semester Marks</b>	20 marks
<b>End Semester Marks</b>	40 marks



<p><b>Continuous Evaluation</b> <b>40 marks</b></p>	<table border="1"> <tr> <td data-bbox="665 304 1144 378">Class Participation</td> <td data-bbox="1144 304 1274 378">10 marks</td> </tr> <tr> <td data-bbox="665 378 1144 451">Quiz</td> <td data-bbox="1144 378 1274 451">5 marks</td> </tr> <tr> <td data-bbox="665 451 1144 525">Skill Enhancement Activities/ Case Study/ Research Paper</td> <td data-bbox="1144 451 1274 525">15 marks</td> </tr> <tr> <td data-bbox="665 525 1144 598">Presentation</td> <td data-bbox="1144 525 1274 598">10 marks</td> </tr> </table>	Class Participation	10 marks	Quiz	5 marks	Skill Enhancement Activities/ Case Study/ Research Paper	15 marks	Presentation	10 marks
Class Participation	10 marks								
Quiz	5 marks								
Skill Enhancement Activities/ Case Study/ Research Paper	15 marks								
Presentation	10 marks								
<p><b>Course Outcomes</b></p>	<ul style="list-style-type: none"> <li>● To Understand the significance of strategic corporate finance by identifying and analyzing key financial risks, determining capital structure and cost of capital, and formulating strategies to enhance shareholder and corporate value.</li> <li>● To Apply enterprise valuation techniques, including discounted cash flow (DCF), market multiples, and precedent transactions, to estimate equity and enterprise value, and utilize advanced models like CAPM and Adjusted Present Value for effective valuation.</li> <li>● To Analyze financial distress scenarios by identifying the causes and symptoms of bankruptcy, assessing reorganization and liquidation strategies, and evaluating exit strategies with a focus on tax implications, negotiations, and financial outcomes.</li> <li>● To Evaluate merger and acquisition opportunities by understanding the various types, applying appropriate valuation methodologies, assessing financing options, and addressing critical aspects like due diligence, legal compliance, tax issues, and shareholder impacts for informed decision-making.</li> </ul>								



<b>COURSE CODE</b> BBAFM602	<b>COURSE NAME</b> Financial Analytics	<b>SEMESTER</b> VI
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Tutorial	Practical	Total Hours	Lecture	Tutorial	Practical	Total Credit
3	1	0	4	3	1	0	4

<b>Course Prerequisites</b>	Domain Knowledge Financial Analytical Tools in terms of Time Series and Risk Management
<b>Course Category</b>	Financial Specialization Elective
<b>Course focus</b>	The Course will cover the fundamental tools of time series and Risk-Return Parameters in terms of the firm's valuation for predicting the future behaviour based on the historical data pattern.
<b>Rationale</b>	<p><b>This course aims to help students</b></p> <ol style="list-style-type: none"> <li>1. Understand the wide variety of applications of financial analytics</li> <li>2. Understand the sources of data, methods of importing and cleaning data</li> <li>3. Implement basic financial analytics models using R and/or Python</li> </ol>
<b>Course Revision/ Approval Date:</b>	
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<p><b>CO1:</b> To Understand the importance of strategic corporate finance by exploring financial risks, capital structure determinants, and cost of capital concepts, and identifying strategies for shareholder value and corporate value maximization.</p> <p><b>CO2:</b> Apply enterprise valuation methodologies such as discounted cash flow (DCF), market multiples, and precedent transactions to estimate equity and enterprise value, and evaluate firm valuation using advanced models like CAPM and Adjusted Present Value.</p> <p><b>CO3:</b> Analyze the causes and symptoms of bankruptcy, explore strategies for reorganization and liquidation, and evaluate exit strategies, including tax implications and negotiations, to assess the financial and operational health of distressed firms.</p> <p><b>CO4:</b> To Evaluate merger and acquisition strategies by</p>



	understanding types, valuation methodologies, and financing techniques while addressing due diligence, legal issues, tax considerations, and shareholder impacts for effective decision-making.
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Course Content	Weightage	Contact hours
<b>Unit 1: Financial Statement Analytics</b> Projecting financial statements based on growth assumptions for all components, Modelling Cash flow, performing sensitivity analysis, break-even modelling, testing for bankruptcy risks	<b>25%</b>	<b>15</b>
<b>Unit 2: Credit Risk Analytics</b> Utilizing loan performance data from a financial institution to build a credit default risk model using Logistic regression; Extending the Altman Z score to Indian corporates; Using AI/ML tools such as ANN to build a credit risk model	<b>25%</b>	<b>15</b>
<b>Unit 3: Financial Time Series Analytics</b> Data importing and cleaning, plotting multiple series, examining nature of data, forecasting using MA, EWMA, ARMA, ARCH and GARCH	<b>25%</b>	<b>15</b>
<b>Unit 4: Portfolio and Trading Analytics</b> Portfolio optimisation using Markowitz's mean-variance optimization model, estimating Sharpe Ratio, Treynor Ratio, Jensen's Alpha; Trading based on Quantitative indicator-based trading models – MA, RSI, ROC, MACD; Simulating and optimising trading strategies; Using AI/ML tools such as ANN for predicting stock prices	<b>25%</b>	<b>15</b>

Learning Resources	
1.	<b>Textbook (Latest Edition):</b> 1. Bennett, M. J., Hugen, D. L., Financial analytics with R, Cambridge University Press. 2. Ang, C. S., Analysing Financial Data and Implementing Financial Models using R, Springer 3. Weiming, J. M., Mastering Python for Finance, Packt Publishing 4. Yan, Y., Python for Finance, Packt Publishing
2.	<b>Reference Books:</b>
3.	<b>Journals &amp; Periodicals:</b>



4.	<b>Other Electronic Resources:</b>
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<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>								
<b>Mid Semester Marks</b>	20 marks								
<b>End Semester Marks</b>	40 marks								
<b>Continuous Evaluation 40 marks</b>	<table border="1"> <tr> <td>Class Participation</td> <td>10 marks</td> </tr> <tr> <td>Quiz</td> <td>5 marks</td> </tr> <tr> <td>Skill Enhancement Activities/ Case Study/ Research Paper</td> <td>15 marks</td> </tr> <tr> <td>Presentation</td> <td>10 marks</td> </tr> </table>	Class Participation	10 marks	Quiz	5 marks	Skill Enhancement Activities/ Case Study/ Research Paper	15 marks	Presentation	10 marks
	Class Participation	10 marks							
	Quiz	5 marks							
	Skill Enhancement Activities/ Case Study/ Research Paper	15 marks							
	Presentation	10 marks							
<b>Course Outcomes</b>	<ul style="list-style-type: none"> <li>● To Demonstrate a clear understanding of strategic corporate finance by explaining the importance of financial risks, capital structure determinants, cost of capital, and strategies for maximizing shareholder value and overall corporate value.</li> <li>● To Apply various enterprise valuation methodologies, including discounted cash flow (DCF), market multiples, and precedent transactions, to estimate equity and enterprise value, and assess firm valuation using advanced models such as CAPM and Adjusted Present Value.</li> <li>● To Analyze the causes, symptoms, and implications of bankruptcy, explore reorganization and liquidation strategies, and evaluate exit strategies considering tax implications, negotiations, and the financial health of distressed firms.</li> <li>● To Evaluate merger and acquisition strategies by understanding different types of mergers, valuation methodologies, financing techniques, and conducting thorough due diligence, while considering legal issues, tax implications, and shareholder impact for effective decision-making.</li> </ul>								



## Marketing Specialization (Discipline-specific Elective Subject)

<b>COURSE CODE</b> BBAMM601	<b>COURSE NAME</b> Marketing of Services	<b>SEMESTER</b> R VI
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Tutorial	Practical	Total Hours	Lecture	Tutorial	Practical	Total Credit
3	1	0	4	3	1	0	4

<b>Course Prerequisites</b>	<p>Basic understanding of marketing principles and consumer behavior.</p> <p>Familiarity with service-oriented industries and customer service principles.</p> <p>Knowledge of general business and organizational structures.</p>
<b>Course Category</b>	
<b>Course focus</b>	<p>Exploring key concepts in services marketing and its differences from goods marketing.</p> <p>Analyzing service delivery processes, quality management, and pricing strategies.</p> <p>Understanding service communication, branding, and managing customer relationships.</p> <p>Developing strategies for service failures, recovery, and creating customer loyalty.</p>
<b>Rationale</b>	<p>The basic aim of this course is to explain why there is a need for special services marketing discipline, the challenges for services marketing, and how to deal with them. The course brings out the emerging service environment in India and the world. It emphasizes the distinctive aspects of Services Marketing. It aims at equipping students with concepts and techniques that help in taking decisions relating to various</p>



	services marketing situations.
<b>Course Revision/ Approval Date:</b>	
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<p><b>CO 1 Remembering:</b> Recall key differences between services and goods marketing, and the challenges associated with services marketing.</p> <p><b>CO2 Understanding:</b> Explain the concept of service quality and apply tools like the SERVQUAL instrument and Gap Model to measure and improve service quality.</p> <p><b>CO3 Applying:</b> Use service blueprinting and customer participation strategies to enhance service delivery and manage demand fluctuations.</p> <p><b>CO4 Analyzing:</b> Evaluate different pricing strategies, including bundling and result-based pricing, and assess their impact on service industries.</p> <p><b>CO5 Evaluating:</b> Assess service communication problems and propose strategies to align service promises with delivery.</p> <p><b>CO6 Creating:</b> Develop service recovery strategies, build customer loyalty programs, and design internal marketing strategies to enhance customer relationships.</p>

<b>Course Content</b>	<b>Weightage</b>	<b>Contact hours</b>



<p><b>Unit 1: Understanding Services, Service Consumers and Managing Services Quality</b></p> <p>Difference between goods and services marketing; Challenges of Services Marketing; Role of internal and interactive marketing in services; Services Marketing Myopia, Expanded Services Marketing mix; Levels of service expectations; Factors influencing Consumers' perception of service; Different types of Service Quality; Determinants of Service Quality; Gap Model of Service Quality; Servqual instrument to measure service quality; Service quality research.</p>	<p><b>25%</b></p>	<p><b>15</b></p>
<p><b>Unit 2: Service as Product, Service Delivery Process and Service Pricing</b></p> <p>Distinction between core, facilitating, and support services; Different levels of customer participations in the creation of service and the strategies to enhance the customer participation in service production and delivery; Service blueprinting and its benefits; Customer Service standards; Strategies to manage fluctuations of demand in the creation and delivery of services; Service delivery intermediaries; Setting up Service prices- costs, perceived value and competition; Revenue Management in specific service industries; Pricing concepts- price bundling, captive pricing, two-part pricing, loss-leadership pricing and result-based pricing; Price competition challenges.</p>	<p><b>25%</b></p>	<p><b>15</b></p>
<p><b>Unit 3: Service Communication, Branding, Physical Evidence in Service</b></p> <p>Challenges in designing communication programmes for services; Service communication problems; Strategies for matching service promises with delivery; Services advertising; Role of promotion in marketing of services; Servicescape, the roles played by the servicescape, and its effects; Environmental dimensions of servicescape; High-contact and Low-contact; Approaches for understanding servicescape effects.</p>	<p><b>25%</b></p>	<p><b>15</b></p>
<p><b>Unit 4: Service Failures, Recovery Strategies, Managing People and Customer Relationships</b></p> <p>Service failures; strategies and tactics of service recovery in the event of a service failure; service guarantee and its role in promoting and achieving service quality; customer feedback system; human resource strategies for</p>	<p><b>25%</b></p>	<p><b>15</b></p>





<p>customer oriented service delivery; internal marketing in delivering the promise made to customers (through external marketing); interactive marketing (managing the moments of truth); guideline for people in service organizations ; service oriented organizational structure; customer loyalty; customer lifetime value ; customer equity; framework for building customer loyalty.</p>		
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Learning Resources	
1.	<p><b>Textbook:</b></p> <ol style="list-style-type: none"> <li>1. Services Marketing: V Zeithaml, Gremler, Bitner and Ajay Pandit, 7 th Edition TMH,2018</li> <li>2. Services Marketing: Jochen Wirtz, Christopher H. Lovelock &amp; Jayanta Chatterjee 9th Edition; Published by World Scientific, 2023</li> <li>3. Service Management: Operations, Strategy, Information Technology, Sanjeev Bordoloi, James Fitzsimmons and Mona Fitzsimmons 10th Edition ISBN10: 1264098359   ISBN13: 9781264098354 © 2023</li> <li>4. Services Marketing: Concepts, Strategies &amp; Cases K. Douglas Hoffman   John E.G. Bateson ISBN: 9789386858771 Edition: 5th © Year: 2017</li> </ol>
2.	<p><b>Reference Books:</b></p> <p>Services Marketing: People, Technology, Strategy by Christopher Lovelock &amp; Jochen Wirtz</p> <p>Services Marketing: Integrating Customer Focus Across the Firm by Adrian Payne</p> <p>Managing Service Quality: An Integrated Approach by John E. G. T.</p> <p>Service Marketing: A Framework for Managing Business Services by R. Srinivasan</p> <p>The Service-Dominant Logic of Marketing by Stephen L. Vargo and Robert F. Lusch</p>
3.	<p><b>Journals &amp; Periodicals:</b></p> <p><b>Journal of Services Marketing</b>  <a href="https://www.emerald.com/insight/publication/issn/0887-6045">https://www.emerald.com/insight/publication/issn/0887-6045</a></p> <p><b>Journal of Service Research</b>  <a href="https://journals.sagepub.com/home/jsr">https://journals.sagepub.com/home/jsr</a></p> <p><b>International Journal of Service Industry Management</b>  <a href="https://www.emerald.com/insight/publication/issn/0956-4233">https://www.emerald.com/insight/publication/issn/0956-4233</a></p>



	<p><b>Service Business</b></p> <p><a href="https://link.springer.com/journal/11628">https://link.springer.com/journal/11628</a></p> <p><b>Journal of Retailing and Consumer Services</b></p> <p><a href="https://www.journals.elsevier.com/journal-of-retailing-and-consumer-services">https://www.journals.elsevier.com/journal-of-retailing-and-consumer-services</a></p>
4.	<p><b>Other Electronic Resources</b></p> <p><b>Google Scholar</b></p> <p><a href="https://scholar.google.com/">https://scholar.google.com/</a></p> <p><b>Academia.edu</b></p> <p><a href="https://www.academia.edu/">https://www.academia.edu/</a></p> <p><b>JSTOR</b></p> <p><a href="https://www.jstor.org/">https://www.jstor.org/</a></p> <p><b>ScienceDirect</b></p> <p><a href="https://www.sciencedirect.com/">https://www.sciencedirect.com/</a></p> <p><b>ResearchGate</b></p> <p><a href="https://www.researchgate.net/">https://www.researchgate.net/</a></p>

<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>	
<b>Mid Semester Marks</b>	20 marks	
<b>End Semester Marks</b>	40 marks	
<b>Continuous Evaluation 40 marks</b>	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks
<b>Course Outcomes</b>	<p><b>Understand</b> the fundamentals of services marketing, including the role of internal and interactive marketing.</p> <p><b>Apply</b> service quality models and measurement tools to assess and improve service offerings.</p>	



	<p><b>Analyze</b> service pricing, communication strategies, and the effects of servicescape on customer perceptions.</p> <p><b>Create</b> effective service recovery strategies and customer relationship management programs to enhance customer loyalty.</p>
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<b>COURSE CODE</b> BBAMM602	<b>COURSE NAME</b> Digital Marketing	<b>SEMESTER</b> R VI
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Tutorial	Practical	Total Hours	Lecture	Tutorial	Practical	Total Credit
3	1	0	4	3	1	0	4

<b>Course Prerequisites</b>	Basic knowledge of Marketing
<b>Course Category</b>	Elective
<b>Course focus</b>	The course emphasizes understanding, designing, and executing effective digital marketing strategies by leveraging tools, technologies, and frameworks.
<b>Rationale</b>	<ol style="list-style-type: none"> <li>1. Develop a foundational understanding of how Digital Marketing.</li> <li>2. Be able to develop or critique the business models of firms that are engaged in digital marketing.</li> <li>3. Applying skills and capabilities to address DM problems in the real world.</li> </ol>



<b>Course Revision/ Approval Date:</b>	
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<p>CO1: Understand the evolution and fundamentals of digital marketing and its distinction from traditional marketing approaches.</p> <p>CO2: Develop and implement effective digital marketing strategies, frameworks, and plans for business models.</p> <p>CO3: Analyze and optimize digital marketing campaigns using various tools, channels, and analytical frameworks.</p> <p>CO4: Explore innovative applications of AI, VR, and AR in digital marketing execution while addressing ethical challenges like data privacy.</p>

<b>Course Content</b>	<b>Weightage</b>	<b>Cont act hour s</b>
<p><b>Unit 1 Introduction to Digital Marketing</b></p> <p>Evolution of Digital Marketing, Traditional Marketing vs. Digital Marketing; Digital Marketing Framework, Digital Marketing Business Models; Digital Consumers; Consumer Behavior on Digital Channels, Managing Consumer Demand, Digital Decision Journey, POEM Framework</p>	<b>25%</b>	<b>15</b>
<p><b>Unit 2 Digital Marketing Strategy Development</b></p> <p>Digital Marketing Assessment Phase; Elements, Digital Marketing Internal Assessment, Objective Planning, Digital Marketing Strategy; Groundwork, Digital Marketing Mix, Skills in Digital Marketing,</p>	<b>25%</b>	<b>15</b>
<p><b>Unit 3 Digital Marketing Planning</b></p> <p>Digital Marketing Communication and Channel Mix; Display, Search Engine, Social Media, Facebook, LinkedIn Advertising, etc.; Designing the Communication Mix, Digital Marketing Campaign Management; Content Management; Web Design, Optimization of Websites, Web Analytics, Search Engine Optimization, Data Interpretation in Marketing Decision.</p>	<b>25%</b>	<b>15</b>



<b>Unit 4 Digital Marketing Execution Elements</b> Digital Marketing Execution Elements; Managing Digital Marketing Revenue, Managing Service Delivery and Payment, Role of Artificial Intelligence, Virtual Reality & Augmented Reality in Digital Marketing, Managing Digital Implementation Challenges, Digital Ethics – Data Privacy and Ethical Marketing.	<b>25%</b>	<b>15</b>
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Learning Resources	
1.	<b>Textbook:</b> 1. Bhatia, Puneet Singh. Fundamentals of Digital Marketing. 2ed., 2023, Pearson. 2. Ahuja, Vandana. Digital Marketing. 2015, Oxford University Press 3. Kingsnorth, Simon (2022), Digital Marketing Strategy: An Integrated Approach to Online Marketing. New Delhi: Kogan Page. 4. Gupta, Seema (2022), Digital Marketing. Noida, UP: McGraw Hill Education (India) Pvt. Ltd. 5. Hafiz, Adnan (2024), Fundamentals of Digital Marketing: Text and Cases, New Delhi: Book Rivers.
2.	<b>Reference Books:</b>
3.	<b>Journals &amp; Periodicals:</b>
4.	<b>Other Electronic Resources:</b> <a href="https://onlinecourses.nptel.ac.in/noc24_mg74/preview">https://onlinecourses.nptel.ac.in/noc24_mg74/preview</a>

<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>	
<b>Mid Semester Marks</b>	20 marks	
<b>End Semester Marks</b>	40 marks	
<b>Continuous Evaluation</b> <b>40 marks</b>	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks
<b>Course Outcomes</b>	CO1: Understand the fundamentals, evolution, and	



	<p>frameworks of digital marketing.</p> <p>CO2: Analyze digital consumer behavior and decision-making processes on various channels.</p> <p>CO3: Apply digital marketing tools to develop strategies and manage campaigns.</p> <p>CO4: Evaluate digital marketing strategies for effectiveness and ethical compliance.</p> <p>CO5: Create innovative marketing plans using advanced technologies like AI, VR, and AR.</p>
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<b>COURSECODE AECC601</b>	<b>DisasterRiskManagement</b>				
		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		2	0	0	2
<b>TotalCredits:2</b>	<b>TotalHoursinsemester:30</b>	<b>TotalMarks:100</b>			
1	<b>Course Pre-requisites: Nil</b>				
2	<b>Course Category: Ability Enhancement Courses</b>				
3	<b>Course Revision/Approval Date:</b>				
4	<b>Course Objectives:</b>				
4.1 To introduce inter-relationship between disaster and development					
4.2 To introduce types of disasters with case studies and create awareness.					
4.3 To introduce various disaster management framework and strategies adopted at national and international levels.					
4.4 To study the effective use of science for mitigating disasters					



4.5 To study case study of various famous disasters			
Course Content	Weightage	Contact hours	Pedagogy
<p><b>Unit1:</b> <b>Theory:</b> <b>Introduction to Disasters</b>-Understanding the Concepts and Definitions of Disaster, Hazard, Vulnerability Risk, Capacity – Disaster and Development, and Disaster Management <b>Fundamental of Disasters</b>-Types, Trends, Causes, Consequences and Control: Geological Disasters, Hydro-Meteorological Disasters, Biological Disasters, Technological Disasters, and Man-made Disasters. Global Disaster Trends – Emerging Risks of Disasters – Climate Change and Urban Disasters.</p>	20%	6	Chalk and Duster and PPT, Notes



<p><b>Unit2:</b></p> <p><b>Theory: Disaster Management Cycle and Framework</b>-Disaster Management Cycle – Paradigm Shift in Disaster Management, Pre-Disaster – Risk Assessment and Analysis, Risk Mapping, Zonation, Microzonation, Prevention and Mitigation of Disasters, Early Warning System, Preparedness, Capacity Development; Awareness, During Disaster –Evacuation–Disaster Communication– Search and Rescue ,Emergency Operation Centre–Incident Command System– Relief and Rehabilitation. Post-disaster – Damage and Needs Assessment, Restoration of Critical Infrastructure –Early Recovery–Reconstruction and Redevelopment; IDNDR, Yokohama Strategy, Hyogo Framework of Action, Sendai framework.</p>	25%	8	Chalk and Duster and PPT, Notes
<p><b>Unit3:</b></p> <p><b>Disaster Management in India</b> Disaster Profile of India–Mega Disasters of India and Lessons Learnt, Disaster, Management Act 2005 – Institutional and Financial Mechanism, National Policy on Disaster Management, National Guidelines and Plans on Disaster Management; Role of Government (local, state and national), Non-Government and Inter-Governmental Agencies. Disaster Management Act in relation to COVID-19 pandemic.</p>	25%	6	Chalk and Duster and PPT, Notes





<p><b>UNIT 4 Role of Science and Technology in Disaster Management</b> Geo-informatics in Disaster Management (RS, GIS, GPS and RS), Disaster Communication System (Early Warning and Its Dissemination), Land Planning and Development Regulations, Disaster Safe Designs and Constructions, Structural and Non-Structural Mitigation of Disasters, S&amp;T Institutions for Disaster Management in India.</p>	20%	6	Chalk and Duster and PPT, Notes
<p><b>Unit5:</b> <b>Disaster Case Studies</b> Various Case Studies on Disaster and Development, Disaster Prevention and Control, Risk Analysis and Management. Case study relating to COVID -19 to be explored.</p>	10%	4	Chalk and Duster and PPT, Notes
<b>Learning Resources</b>			
1.	<p>Textbooks:</p> <ol style="list-style-type: none"> <li>Alexander, D., Natural Disasters, Kluwer Academic London.</li> <li>Asthana, N.C., Asthana P., Disaster Management, Aavishkar Publishers.</li> <li>Carter, N., Disaster Management: A Disaster Manager's Handbook, Asian Development Bank</li> <li>Collins, A.E., Disaster and Development, Routledge.</li> <li>Coppola, D.P., Introduction to International Disaster Management, 2nd Edition, Elsevier Science</li> </ol>		
2.	<p>Reference Books:</p> <ol style="list-style-type: none"> <li>Goyal, S.L., Encyclopedia of Disaster Management (Vols. 1-3), Deep &amp; Deep, New Delhi</li> <li>Gupta, A.K., Nair, S.S., Environmental Knowledge for Disaster Risk Management, NIDM, New Delhi.</li> <li>Ibrahimbegovic, A., Zlatar, M., Damage Assessment and Reconstruction after War or Natural Disaster, Springer.</li> <li>Menshikov, V.A., Perminov, A.N., Urlichich, Y.M., Global Aerospace Monitoring and Disaster</li> <li>Modh, S., Introduction to Disaster Management, Macmillian Publishers India</li> <li>Srivastava, H.N., Gupta, G.D., Management of Natural Disasters in Developing Countries, Daya Publishers,</li> </ol>		

<b>EvaluationScheme</b>	<b>TotalMarks</b>								
<b>Midsemester Marks</b>	30								
<b>EndSemesterMarks</b>	50								
<b>ContinuousEvaluation Marks</b>	<table> <tr> <td>Attendance</td> <td>5marks</td> </tr> <tr> <td>Quiz</td> <td>5marks</td> </tr> <tr> <td>Skill enhancement activities / case study</td> <td>5marks</td> </tr> <tr> <td>Presentation/ miscellaneous activities</td> <td>5marks</td> </tr> </table>	Attendance	5marks	Quiz	5marks	Skill enhancement activities / case study	5marks	Presentation/ miscellaneous activities	5marks
Attendance	5marks								
Quiz	5marks								
Skill enhancement activities / case study	5marks								
Presentation/ miscellaneous activities	5marks								
<b>CourseOutcomes</b>	<ol style="list-style-type: none"> <li>1.Possessawarenesstomitigate theeffectsofdisaster</li> <li>2.Knowlocaldisastermanagementpolicies,regulations and authorities</li> <li>3.Contribute incapacity buildingmeasures tomitigate disasters</li> <li>4.Understandingroleofscienceinmitigatingdisasters</li> <li>5.Contribute tosafesociety bythe study ofvarious disasters</li> </ol>								