COURSE CURRICULUM

(BBA GENERAL (Honours))

W.E.F: AY 2026 – 29
ACADEMIC YEAR: 2026 – 27
Updated on: 7th July, 2026

GSFC University
School of Management Studies & Entrepreneurship (SoM&E),
Vigyan Bhavan, P. O. Fertilizer Nagar, Vadodara - 391750, Gujarat, India

VISION

GSFC University envisions becoming a research-oriented and innovation-driven university that leads in emerging and futuristic domains. With a student-centric ethos and strong human values, it strives to nurture entrepreneurial, future-ready, employable, and socially responsible graduates with a global outlook.

MISSION

- Achieve academic excellence through student-centric, outcome-based, and globally aligned teaching-learning practices, fostering a culture of learning and happiness.
- Prepare future-ready graduates through holistic development, industry-aligned skills, strong human values, and solution-oriented problem-solving mindset.
- Advance research and innovation in emerging and futuristic domains addressing societal and industry needs.
- Encourage innovation and entrepreneurship through enterprise-driven learning and startup ecosystems.

Program Educational Objectives (PEO)

No.	Program Education Objectives
PEO1	Graduates will demonstrate a commitment to life-long learning by continuously upgrading their knowledge and skills to remain relevant in a dynamic global business context.
PEO2	Equip graduates with entrepreneurial skills to recognize opportunities, develop innovative solutions and establish sustainable and socially responsible enterprises.
PEO3	To nurture research aptitude for evidence-based decision making.
PEO4	Graduates will demonstrate critical thinking, adaptability, and problem-solving skills to respond effectively to evolving business, technological and global challenges.
PEO5	Graduates will be equipped with strong business fundamentals, analytical ability and technological awareness to succeed in diverse managerial and entrepreneurial roles.

Program Outcome (PO)

No.	Program Outcomes (POs) By the end of the Programme, the Graduate will be	Blooms' Taxonomy Domain	Blooms' Taxonomy Subdomain
PO1	Demonstrate a clear understanding of core business disciplines and modern business management tools to deal with domain-specific issues of concern.	Cognitive Domain	Understanding, Applying
PO2	Exhibit leadership, professionalism and team management skills in dynamic VUCA world	Affective Domain	Organizing, Characterizing
PO3	Uphold ethical values, display professional ethics and exhibit sustainable practices in decision-making processes.	Affective Domain	Valuing, Characterizing
PO4	Communicate effectively in global business environments, think globally while act locally to bridge cultural diversity with worldwide reach.	Cognitive & Affective Domain	Applying, Responding, Valuing
PO5	Evaluate complex business challenges, integrate cross-functional perspectives and formulate innovative and holistic solutions.	Cognitive Domain	Analyzing, Evaluating, Creating

Program Specific Outcome

No.	Programme Specific Outcomes (PSOs)	Blooms' Taxonomy Domain	Blooms' Taxonomy Subdomain
PSO1	Graduates will be able to apply managerial skills, analytical skills, communication skills and manage information systems in organizational and strategic decision-making processes.	Cognitive Domain	Applying
PSO2	Graduates will develop leadership and team management skills to respond strategically to challenges in a dynamic global business environment.	Affective Domain	Organizing
PSO3	Graduates will integrate ethical decision-making, professional and personal conduct, and inclusive practices into business strategies to promote sustainable and socially responsible performance outcomes.	Affective Domain	Valuing
PSO4	Graduates will design, evaluate, and improve business processes using frameworks such as Lean, Six Sigma, marketing analytics, financial analytics and performance metrics to enhance operational efficiency, quality and customer satisfaction.	Cognitive Domain	Creating
PSO5	To prepare graduates with managerial competencies that act as foundation for their successful professional and personal development.	Cognitive Domain	Understanding

Mapping of POs & PSOs:

PSOs / POs	PO1	PO2	PO3	PO4	PO5
PSO1	3	2	1	2	3
PSO2	2	3	2	3	2
PSO3	1	2	3	2	2
PSO4	3	2	1	1	3
PSO5	2	3	2	2	2

3: High, 2: Medium, 1:Low, No Linkage: Blank

Definition of Credit

1 Hour. Lecture (L) per week	1 credit
1 Hour Tutorial (T) per week	1 credit
4 Hours Practical (P) per week	2 credits
2 Hours Practical (P) per week	1 credit
1 Hour Practical (P) per week	0.5 credit
3 Hours Experiential learning	1 credit

Course code Definitions:

Lecture	L
Tutorial	T
Practical	P
Basic Science Courses	BSC
Engineering Science Courses	ESC
Humanities and Social Sciences including Management courses	HSMC
Professional core courses/Major (Core)	PCC
Professional Elective courses/Minor Stream	PEC
Open Elective courses	OEC
Laboratory course	LC
Mandatory courses	MC
Non-credit courses	NC
Project (Experiential learning)	PROJ
Experiential learning ex. Internship, Industrial Visit, Field visit, etc.	EL
Multidisciplinary courses	MDC
Ability Enhancement Course	AEC
Skill Enhancement Course	SCE
Value Added Courses	VAC

About the Program

BBA programs aligned with the principles of NEP 2020 aim to provide students with a well- rounded education that equips them with the knowledge, skills, and mindset necessary to thrive in the rapidly evolving business landscape. However, specific implementation and alignment may vary across institutions. Educational institutions need to adapt their BBA programs in line with the broader objectives and spirit of NEP 2020 to ensure relevance and effectiveness in preparing students for the future.

The BBA program provides students with a comprehensive understanding of business principles, skills, and practices, preparing them for entry-level positions in business or further studies in specialized areas of business or related fields. The specific curriculum and structure of BBA programs may vary from one institution to another, but they generally aim to equip students with the knowledge and skills needed to succeed in the dynamic and competitive business environment.

BBA GENERAL

(TEACHING SCHEMES +SYLLABUS)

W.E.F: AY 2026 – 27

COURSE MATRIX

CREDIT DISTRIBUTION FOR BBA GENERAL (Honours) 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	14	0	0	6	2	0	22
II	12	2	0	1	4	0	19
III	18	2	0	0	4	0	24
IV	14	2	0	2	6	0	24
V	08	2	0	2	4	8	24
VI	06	2	0	0	6	8	22
VII	08	0	0	0	10	4	22
VIII	12	0	0	0	6	4	22
TOTAL	**92**	**10**	**00**	**11**	**42**	**24**	**179**

New Teaching Scheme (BBA General (Honours)):

Total Credits: - 1 7 9
Core courses credits: 92
Ability Enhancement Courses credits: 10
Multi-Disciplinary Elective Courses credits: 0
Value Added Courses credits: 11
Skill Enhancement Courses credits: 42
Discipline Specific Elective credits: 24

GSFC UNIVERSITY, VADODARA

Teaching and Examination Scheme

School of Management Studies & Entrepreneurship

Academic Session: 2026-27 **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/VIVA	
01	02	03	04	05	06	07	08	09	10	11	12	13	14	15
1	BBA101	Principles and Practices of Management	Core	3	1	0	4	-	20	40	40	-	-	100
2	BBA102	Financial accounting	Core	3	1	0	4	-	20	40	40	-	-	100
3	BBA103	Business Statistics and Logic	Core	3	1	0	4	-	20	40	40	-	-	100
4	BBA104	Indian Knowledge System	Core	2	0	0	2	-	20	40	40	-	-	100
5	VACC104	Fundamentals of Sustainability & ESG	VAC	2	0	0	2	-	20	40	40	-	-	100
6	AECC111	Fundamentals of English	AECC	1	1	0	2	-	20	40	40	-	-	100
7	VACC101	Foundation Course	VAC	2	0	4	4	-	-	-	-	-	-	100
Total							**22**							**700**

*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
Dr. Archana Mishra & Dr. Gopal Krishna Sanapala

HoD
Dr. Jahanvi Bansal

Dean
Dr. Abha Kalaiya

GSFC UNIVERSITY, VADODARA

Teaching and Examination Scheme

School of Management Studies & Entrepreneurship

Academic Session: 2026-27 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	Core	3	1	0	4	0	20	40	40	0	0	100
2	BBA202	Marketing Management	Core	3	1	0	4	0	20	40	40	0	0	100
3	BBA203	Business Economics	Core	3	1	0	4	0	20	40	40	0	0	100
4	BBA204	Emerging Technologies and Applications	SEC	2	0	0	2	0	20	40	40	0	0	100
5	AECC201	Communication Skills in English	AECC	2	0	0	2	0	20	40	40	0	0	100
6	VACC201	Tinkering & Mentoring	VACC	0	0	2	0	01	00	00	00	0	100	100
7	BBA205	Internship	SEC	0	0	2	0	02	00	00	00	50	50	100
Total							**16**	**03**						**700**

*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
Dr. Archana Mishra & Dr. Gopal Krishna Sanapala

HoD
Dr. Jahanvi Bansal

Dean
Dr. Abha Kalaiya

GSFC UNIVERSITY, VADODARA

Teaching and Examination Scheme

School of Management Studies & Entrepreneurship

Academic Session: 2026-27 **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/VIVA	
01	02	03	04	05	06	07	08	09	10	11	12	13	14	15
1	BBA301	Cost and Management Accounting	Core	3	1	0	4	-	20	40	40	-	-	100
2	BBA302	Legal and Ethical issues in business	Core	3	1	0	4	-	20	40	40	-	-	100
3	BBA303	Human Resource Management	Core	3	1	0	4	-	20	40	40	-	-	100
4	BBA304	Management Information System	Core	2	0	4	4	-	20	40	40	-	-	100
5	BBA305	Indian Systems of Health and Wellness	Core	1	1	0	2	-	20	40	40	-	-	100
6	AECC311	Entrepreneurship Development and Innovation	AECC	2	0	0	2	-	20	40	40	-	-	100
7	BBA306	Internship	SEC	0	0	4	0	2	-	-	-	50	50	100
8	VACC302	Communicative English and Employability Skills-III (CEES-III)	SEC	2	0	0	2	0	0	60	00	0	40	100
Total							**22**	**02**						**800**

*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
Dr. Archana Mishra & Dr. Gopal Krishna Sanapala

HoD
Dr. Jahanvi Bansal

Dean
Dr. Abha Kalaiya

GSFC UNIVERSITY, VADODARA

Teaching and Examination Scheme

School of Management Studies & Entrepreneurship

Academic Session: 2026-27 **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/VIVA	
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	BBA405	Design Thinking and Innovation	SEC	1	0	2	2	-	20	40	40	-	-	100
6	AECC401	Environmental Studies	AECC	2	0	0	2	-	20	40	40	-	-	100
7	VACC401	Public Health and Management	VACC	2	0	0	2	-	20	40	40	-	-	100
8	BBA406	Internship (REEP)	SEC	0	0	4	0	02	00	00	00	-	100	100
9	VACC402	Communicative English and Employability Skills-IV (CEES-IV)	SEC	2	0	0	2	00	0	60	0	0	40	100
Total							**22**	**02**						**900**

*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
Dr. Archana Mishra & Dr. Gopal Krishna Sanapala

HoD
Dr. Jahanvi Bansal

Dean
Dr. Abha Kalaiya

GSFC UNIVERSITY, VADODARA

Teaching and Examination Scheme

School of Management Studies & Entrepreneurship

Academic Session: 2026-27 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	Core	3	1	0	4	-	20	40	40	-	-	100
2	BBA502	Logistics and Supply Chain Management	Core	3	1	0	4	-	20	40	40	-	-	100
3	BBAMM503/ BBAFM501/ BBAHR501	Consumer Behavior/Investment Analysis and Portfolio Management/Change Management and Organisational Development	DSE	3	1	0	4	-	20	40	40	-	-	100
4	BBAMM502/ BBAFM502/ BBAHR502	Sales Marketing/ Financial Derivatives/ Talent Acquisition and Management	DSE	3	1	0	4	-	20	40	40	-	-	100
5	BBA503	Internship	SEC	0	0	4	0	2	-	-	-	-	100	100
6	AECC501	Disaster Risk Management	AECC	2	0	0	2	-	20	40	40	-	-	100
7	NOC01	NPTEL Online Course	VAC	0	0	0	2	-	-	-	-	-	-	100
8	VACC501	Communicative English and Employability Skills-V (CEES-V)	SEC	2	0	0	2	0	0	60	0	0	40	100
Total							**22**	**02**						**800**

*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
Dr. Archana Mishra & Dr. Gopal Krishna Sanapala

HoD
Dr. Jahanvi Bansal

Dean
Dr. Abha Kalaiya

GSFC UNIVERSITY, VADODARA

Teaching and Examination Scheme

School of Management Studies &Entrepreneurship

Academic Session: 2026-27 **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/VIVA	
01	02	03	04	05	06	07	08	09	10	11	12	13	14	15
1	BBA601	Project Management	Core	3	1	0	4	-	20	40	40	-	-	100
2	BBA602	Business Taxation	Core	2	0	0	2	-	20	40	40	-	-	100
3	BBAMM601/ BBAFM601/ BBAHR601	Marketing of Services/ Strategic Corporate Finance/ Performance & Compensation Management	DSE	3	1	0	4	-	20	40	40	-	-	100
4	BBAMM602/ BBAFM602/ BBAHR602	Digital Marketing/Financial Analytics/ Industrial relations & Labor laws	DSE	3	1	0	4	-	20	40	40	-	-	100
5	BBA603	Corporate Governance	SEC	2	0	0	2	-	20	40	40	-	-	100
6	BBA604	Project Work	SEC	-	-	4	0	02	-	-	-	50	50	100
7	AECC601	Indian Constitution	AECC	2	0	0	2	-	20	40	40	-	-	100
8	VACC601	Communicative English and Employability Skills-VI (CEES-VI)	SEC	2	0	0	2	0	0	60	0	0	40	100
Total							**20**	**02**						**800**

*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
Dr. Archana Mishra & Dr. Gopal Krishna Sanapala

HoD
Dr. Jahanvi Bansal

Dean
Dr. Abha Kalaiya

SEMESTER I SYLLABUS

COURSE CODE	COURSE NAME	SEMESTER
BBA101	**Principles and Practices of Management**	**I**

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
45	0	15	60	3	0	1	4

Course Pre-requisites	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.
Course Category	Compulsory
Course focus	Skills and Employability and Entrepreneurship.
Rationale	• To explain the definition, nature, significance, principles, and evolution of management thought, and distinguish management as a science and an art. • To describe and apply the functions of management—planning, organizing, staffing, leading, and controlling—in organizational contexts. • To analyze ethical issues, corporate social responsibility, and sustainable management practices in modern organizations. • To apply decision-making models, planning techniques, organizational structures, leadership approaches, and control systems for effective managerial performance.
Course Revision/ Approval Date:	13th BOS held on 14th May 2026

Course Objectives (As per Blooms' Taxonomy)	• To explain the definition, nature, significance, principles, and evolution of management thought, and distinguish management as a science and an art. • To describe and apply the functions of management—planning, organizing, staffing, leading, and controlling—in organizational contexts. • To analyze ethical issues, corporate social responsibility, and sustainable management practices in modern organizations. • To apply decision-making models, planning techniques, organizational structures, leadership approaches, and control systems for effective managerial performance.

Course Content	Weightage	Contact hours
Unit 1: Introduction to Management 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.	**25%**	**15**
Unit 2: Planning, Organizing and Staffing Nature, Importance and Purpose of planning in management; Types of plans: Strategic, tactical, operational ; Planning process and techniques ; 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	**25%**	**15**
Unit 3: Leading, Directing and Controlling 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 & 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.	**25%**	**15**
Unit 4: Strategic Management, Ethics and Social Responsibility Overview of strategic management, SWOT analysis and strategic formulation, Implementing and evaluating strategies. Ethical issues in management, Corporate social responsibility (CSR), Sustainable management practices.	**25%**	**15**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: Explain the definition, nature, principles, levels, managerial roles, and evolution of management thought, and distinguish management as a science and an art.	**Understand**
CO2: Apply the functions of management—planning, organizing, staffing, directing, and controlling—to enhance managerial effectiveness in organizations.	**Apply**
CO3: Apply management theories, planning techniques, and decision-making models to solve practical managerial and organizational problems.	**Apply**
CO4: Analyze organizational structures, leadership styles, motivation theories, communication processes, and control systems for effective managerial decision-making.	**Analyze**
CO5: Evaluate strategic management processes, ethical issues, CSR initiatives, and sustainable management practices in organizational policy formulation and implementation.	**Evaluate**

Learning Resources	
1.	**Textbook:** 1. Rao, V. S. P. Management Principles and Applications. Taxmann Publications. 2. Bright, D. et al. Principles of Management. OpenStax Textbooks, Houston 3. Kapoor, Premvir, Principles of Management, Khanna Book Publishing. 4. Jones, G. R., and George, J. M. Essentials of contemporary management. New York, NY: McGraw-Hill Education. 5. Robbins, S. P. & Coulter, M. A. Management. Pearson.
2.	**Reference Books:** 1. Indian Business Rising: The Contemporary Indian Way of Conducting Business-And How It Can Help You Improve Your Business 2.Harvard Business Review Press | 5813BC-PDF-ENG | https://hbsp.harvard.edu/product/5813BC-PDF-ENG
3.	**Journals & Periodicals:**
4.	**Other Electronic Resources:** **https://onlinecourses.nptel.ac.in/noc24_mg74/preview**

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation: 10 marks Quiz: 5 marks Case Study/ Research Paper: 15 marks Presentation on Current Trends: 10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4
CO1	3	2	1	1
CO2	2	2	1	1
CO3	1	2	1	1
CO4	2	2	2	2
CO5	2	1	1	1
Avg.	2	1.6	1.5	1.2

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	1	1
CO2	3	2	1	1	3
CO3	3	2	1	1	3
CO4	2	3	1	3	3
CO5	2	2	3	1	3
Avg.	2.6	2.2	1.4	1.4	2.6

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High)

COURSE CODE	COURSE NAME	SEMESTER
BBA102	Financial Accounting	I

Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45	0	15	60	3	0	1	4

Course Pre-requisites	Accounting is a critical part of business and financial management, students need basic classes in business, economics, finance, and management
Course Category	Core Subject
Course focus	Skills, Employability and Entrepreneurship
Rationale	• To Understand accounting concepts, standards, users and accounting process. • To Record transactions including GST, prepare ledger and trial balance. • To Prepare final accounts with proper disclosures. • Prepare company accounts as per Companies Act and sustainability standards. • Integrate accounting information for managerial and statutory decisions.
Course Revision/ Approval Date:	13th BOS held on 14th May 2026
Course Objectives (As per Blooms' Taxonomy)	• Understand accounting concepts, standards, users and accounting process. • Record transactions including GST, prepare ledger and trial balance. • Prepare final accounts with proper disclosures. • Prepare company accounts as per Companies Act and sustainability standards. • Integrate accounting information for managerial and statutory decisions.

Course Content	Weightage	Contact hours
Unit 1 Introduction to Accounting, Accounting system and process 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.	**25%**	**15**
Unit 2 Recording transactions and Trial balance 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.	**25%**	**15**
Unit 3 Final Accounts Preparation of Trading and Profit and Loss account, cash books, and Balance Sheet of sole trading concerns, importance of disclosures in final accounts.	**25%**	**15**
Unit 4 Company Final Accounts 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.	**25%**	**15**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	Blooms' Taxonomy Domain
After successful completion of the above course, students will be able to:	
CO1: Explain accounting principles and conventions in preparation of accounts.	**Understand**
CO2: Apply accounting cycle from transaction to trial balance.	**Apply**
CO3: Apply accounting procedures including depreciation, GST and reserves.	**Apply**
CO4: Analyze financial statements including sustainability disclosures.	**Analyze**
CO5: Evaluate accounting information for managerial and stakeholder decisions.	**Evaluate**

Learning Resources	
5.	**Textbook:** 1. Jain S.P.,& Narang K L. . Basic Financial Accounting I, New Dehli, Kalyani publishers. 2. Kimmel, Financial accounting, Wiley Publications 3. Gupta, A.. Financial Accounting for Management: An Analytical Perspective, Noida, Pearson Education.
6.	**Reference Books:** 1. S.N. Maheshwari, and. S. K. Maheshwari. Financial Accounting. Vikas Publishing House, New Delhi. 2. Ashish k Battacharya, Essentials of financial accounting for Business Managers, Six, PHL learning. 3. Accounting for sustainability: www.ifac.org 4. Peter Bartelmus, E K Seifert, Green Accounting, London, Routledge Publications 5. IFRS sustainability standards: www.ifrs.org Model curriculum for UG Degree in BBA 40 **Suggested Cases** 1. Smokey Valley Café 2. Irrigation Equipment's Limited 3. Monarch Trading Company
7.	**Journals & Periodicals:**
8.	**Other Electronic Resources:** **https://onlinecourses.nptel.ac.in/noc24_mg74/preview**

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation: 10 marks Quiz: 5 marks Case Study/ Research Paper: 15 marks Presentation on Current Trends: 10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	2
CO2	2	1	2	2
CO3	3	2	3	3
CO4	3	2	3	3
CO5	3	2	3	3
Avg.	2.6	1.6	2.6	2.6

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5
CO1	3	1	1	1	1
CO2	3	1	1	1	1
CO3	2	3	1	1	1
CO4	2	3	2	1	3
CO5	2	2	3	1	2
Avg.	2.4	2.0	1.6	1.0	1.6

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High)

COURSE CODE	COURSE NAME	SEMESTER
BBA103	**Business Statistics and Logic**	**I**

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
45	0	15	60	3	0	1	4

Course Pre-requisites	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
Course focus	Skills and Employability
Rationale	• To establish importance of logical reasoning in human inquiry. • To demonstrate data handling skills and summarize data with clarity. • To extend an understanding of application of relevant concepts of Statistics to a given business scenario. • To understand business problems and make decisions using appropriate statistical models and explain trends • To demonstrate the knowledge on the process of organizing a data and conduct statistical treatment.
Course Revision/ Approval Date:	13th BOS held on 14th May 2026
Course Objectives (As per Blooms' Taxonomy)	• To explain the importance of logical reasoning and its application in solving analytical and business problems. • To classify, organize, tabulate and summarize business data using appropriate statistical measures. • To apply statistical concepts such as measures of central tendency, dispersion, and probability to business scenarios. • To analyze business problems and interpret trends using correlation, regression, and probability models. • To organize, analyze and interpret data using appropriate statistical techniques for decision making.

Course Content	Weightage	Contact hours
Unit 1 Measures of Central Tendency, Dispersion, Measures of Skewness and Kurtosis 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.	**25%**	**15**
Unit 2 Correlation and Regression 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 –x on y, y on x, regression equations and regression coefficients. meaning,	**25%**	**15**
Unit 3 Probability and Probability distributions Introduction to probability, basic concepts of probability- classical definition, addition and multiplication rules, probability distributions – binomial, poisson and normal distributions, expected value.	**25%**	**15**
Unit 4 Introduction to Logic 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.	**25%**	**15**

Instructional Method and Pedagogy: (Max. 100 words)

This course could be dealt using multiple pedagogies like interactive lecture, students' discussions, case studies and experiential learning.

Course Outcomes:	Blooms' Taxonomy Domain
After successful completion of the above course, students will be able to:	
CO1: Remember and define fundamental statistical and logical reasoning concepts used in business decision-making.	**Remember**
CO2: Understand and explain statistical concepts and their relevance in business contexts.	**Understand**
CO3: Apply statistical tools to organize, analyze and interpret business data.	**Apply**
CO4:Analyze relationships between variables using correlation, regression, and probability techniques.	**Analyze**
CO5: Evaluate business trends and support managerial decisions using appropriate statistical models.	**Evaluate**

Learning Resources	
9.	**Textbook:** 1. Levin R. I.& Rubin D. S. Statistics for Management. Delhi: Pearson. 2. Pillai & Bagavathi. Statistics, Theory and Practice, S Chand Publishing 3. SP Gupta. Statistical Methods, Sultan Chand and Sons 4. SC Gupta. Fundamentals of Statistics, Himalaya Publishing House 5. Sharma, Gupta, The Practice of Business Statistics, Khanna Publishing House. 6. Sharma J.K. Business Statistics, Vikas Publishing House Reference **Research Paper**: Fildes, R., & Goodwin, P. (2007). Against your better judgment? How organizations can improve their use of management judgment in forecasting. Interfaces, 37(6), 570-576.
10.	**Reference Books:** Stanovich, K. E., & West, R. F. (2000). Individual differences in reasoning: Implications for the rationality debate? Behavioral and Brain Sciences, 23(5), 645-665.
11.	**Journals & Periodicals:**
12.	**Other Electronic Resources:** https://onlinecourses.nptel.ac.in/noc24_mg74/preview

Evaluation Scheme	Total Marks: 100	
Mid Semester Marks	20 marks	
End Semester Marks	40 marks	
Continuous Evaluation 40 marks	Class Participation	10 marks
	Quiz	5 marks
	Case Study/ Research Paper	15 marks
	Presentation on Current Trends	10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	2
CO2	2	1	2	2
CO3	3	2	3	3
CO4	3	2	3	3
CO5	3	2	3	3
Avg.	2.6	1.6	2.6	2.6

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5
CO1	3	1	1	1	2
CO2	3	1	1	1	1
CO3	3	1	1	1	3
CO4	2	1	1	1	3
CO5	2	1	1	3	3
Avg.	2.6	1.0	1.0	1.4	2.4

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High)

COURSE CODE	COURSE NAME	SEMESTER
BBA104	Indian Knowledge System	I

Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
30	0	0	30	2	0	0	2

Course Pre-requisites	Basic Understanding about the Indian Culture and Value System.
Course Category	MDE
Course focus	Skills & Employability
Rationale	• To sensitize the students about context in which they are embedded i.e. Indian culture and civilization including its Knowledge System and Tradition. • To help students to understand the knowledge, art and creative practices, skills and values in the ancient Indian system. • To help to study the enriched scientific Indian heritage. • To introduce the contribution from Ancient Indian system & tradition to modern science & Technology
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	• To sensitize the students about context in which they are embeded i.e. Indian culture and civilisation including its Knowledge System and Tradition. • To help student to understand the knowledge, art and creative practices, skills and values in ancient Indian system. • To help to study the enriched scientific Indian heritage • To introduce the contribution from Ancient Indian system & tradition to modern science & Technology

Course Content	Weightage	Contact hours
Unit 1 Introduction to IKS (Any eight of total sessions assigned for Literary activity) Introductory lecture on the any eight topics below: 1. Indian Knowledge System 2. Indian Culture & Civilization 3. Ancient Indian Chemistry 4. Ancient Indian Metallurgy 5. Ancient Indian Mathematics 6. Ancient Indian Astronomy 7. Indian Astronomical Instruments 8. Indian Knowledge System (Upveda: Ayurveda) 9. Indian Knowledge System (Upveda: Gandharveda) 10. Indian Knowledge System (Vedangas: Shiksha, Kalpa, Vyakrana) 11. Indian Knowledge System (Vedangas: Jyotisha, Nirukta, Chandas) 12. Indian Architecture I: Sthapatya-Veda 13. Indian Architecture II: Temples 14. Indian Architecture III: Town & Planning Indian Philosophical System.	**50%**	**15**

Course Content	Weightage	Contact hours
Unit 2 : **Introduction to Creative Practices** (Twenty Lectures with at least Five different topics of total session under Creative activity) Introductory lecture on the topics below: 1. Dhatuvada: art of metallurgy 2. Akara jnana: art of mineralogy 3. Vastuvidya: art of engineering 4. Yantramatrika: art of mechanics 5. Takshana: art of carpentry 6. Chalitakayoga: art of practicing as a builder of shrines 7. Raupyaratnapariksha: art of testing silver and jewels Maniraga jnana: art of tinging jewels Model curriculum for UG Degree in BBA 275 9.Sucivayakarma: art of needleworks and weaving 10. Vadya vidya: art of playing on musical instruments 11. Geet vidya : art of singing 12. Nritya vidya: art of dancing 13. Natya vidya: art of theatricals 14. Alekhya vidya: art of painting 15. Viseshakacchedya vidya: art of painting the face and body with color 16. Udakavadya: art of playing on music in water 17. Manasi kavyakriya: art of composing verse 18. Bhushanayojana: art of applying or setting ornaments 19. Citrasakapupabhakshyavikarakriya: art of preparing varieties of delicious food 20. Dasanavasanangaraga: art of applying preparations for cleansing the teeth, cloths and painting the body 21. Utsadana: art of healing or cleaning a person with perfumes 22. Vastragopana: art of concealment of cloths 23. Balakakridanaka: art of using children's toys 24. Tandulakusumabalivikara: art of preparing offerings from rice and flowers Pushpastarana: art of making a covering of flowers for a bed	**50%**	**15**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	Blooms' Taxonomy Domain
After successful completion of the above course, students will be able to:	
CO1: Describe the origin, evolution, and core principles of Indian Knowledge Systems across disciplines such as philosophy, science, mathematics, medicine, and governance	**Remember**
CO2: Explain key concepts from ancient Indian texts and traditions and their relevance to contemporary knowledge systems	**Understand**
CO3: Apply selected IKS concepts to modern contexts such as management, sustainability, health, education, and technology	**Apply**
CO4: Analyze contributions of Indian Knowledge Systems in comparison with modern or Western knowledge frameworks	**Analyze**
CO5: Assess the relevance of Indian Knowledge Systems in addressing current societal, ethical, and environmental challenges	**Evaluate**

Evalu
ate

Learning Resources

- 1. Textbook on IKS by Prof. B Mahadevan, IIM Bengaluru

References:

- 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.
- The Cultural Heritage of India. Vol.I. Kolkata:Ramakrishna Mission Publication, 1972.
- Nair, Shantha N. Echoes of Ancient Indian Wisdom. New Delhi: Hindology Books, 2008.
- Dr. R. C. Majumdar, H. C. Raychaudhuri and Kalikinkar Datta: An Advanced History of India (Second Edition) published by Macmillan & Co., Limited, London, 1953.
- Rao, N. 1970. The Four Values in Indian Philosophy and Culture. Mysore: University of Mysore.
- Avari, B. 2016. India: The Ancient Past: A History of the Indian Subcontinent from
- c. 7000 BCE to CE 1200. London: Routledge
  BCE to CE 1200. London: Routledge

Web links:

https://www.ourplanet.com

www.myfootprint.org

https://www.globalchange.umich.edu/globalchange1/current/lectures/kling/ecosystem/ecosystem.html

Journals & Periodicals:

Other Electronic Resources:

https://onlinecourses.nptel.ac.in/noc24_mg74/preview

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation: 10 marks Quiz: 5 marks Case Study/ Research Paper: 15 marks Presentation on Current Trends: 10 marks

Mapping of PSOs & Cos

CO \ PSO	PSO1	PSO2	PSO3	PSO4
CO1	**1**	**1**	**0**	**2**
CO2	**1**	**2**	**2**	**2**
CO3	**2**	**2**	**2**	**3**
CO4	**2**	**2**	**3**	**2**
CO5	**2**	**3**	**3**	**2**

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

Mapping of POs & Cos

CO \ PO	PO1	PO2	PO3	PO4	PO5
CO1	**3**	**1**	**2**	**1**	**1**
CO2	**3**	**1**	**1**	**3**	**1**
CO3	**2**	**3**	**2**	**1**	**3**
CO4	**2**	**3**	**1**	**3**	**2**
CO5	**1**	**1**	**3**	**1**	**3**
Avg.	**2.2**	**1.8**	**1.8**	**1.8**	**2.0**

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High)

COURSE CODE	COURSE NAME	SEMESTER
AECC111	Fundamentals of English	I

Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
15	0	15	30	1	0	1	2

Course Pre-requisites	A student should have cleared 12th Class
Course Category	Mandatory Course
Course focus	Skills Development
Rationale	It enables learners to apply basic English knowledge to handle day-to-day Business interactions.
Course Revision/ Approval Date:	27/04/2026
Course Objectives (As per Blooms' Taxonomy)	To develop learners' receptive language skills by enhancing listening comprehension and reading proficiency through structured academic texts. To build functional writing competence required for academic assignments and basic workplace communication. To strengthen foundational communication skills in English for learners of Engineering and Technology through guided language practice. To reinforce core elements of the English language, including grammar, vocabulary, and sentence construction, for effective usage. To foster learner confidence by enabling meaningful participation in basic spoken and written communication tasks.

Course Content	Weightage	Contact hours
Unit 1: Fundamentals of Language • Parts of Speech (functional approach) • Word Formation (prefix, suffix, root words) • Basic sentence formation • Synonyms, antonyms, homophones • Standard abbreviations in academic/professional contexts **Outcome Focus:** Linguistic foundation and accuracy	20%	6

Course Content	Weightage	Contact hours

Unit 2: Vocabulary Development and Reading Culture (Newly Introduced as Core Unit) • Types of vocabulary: academic, technical, general
• Contextual vocabulary learning (learning through reading)
• Word families, collocations, and usage patterns
• Root-based vocabulary building (Latin/Greek roots – basic exposure)
• Reading-based vocabulary tasks:
  • Newspaper analysis (editorial sections)
  • Discipline-specific articles (basic level)
• Vocabulary notebooks and digital tools
• Weekly vocabulary targets and usage practice
	20%	6

Unit 3: Sentence Mechanics and Structure • Types of sentences (functional use) • Phrase and clause structures • Punctuation and clarity • Determiners and quantifiers • Common structural errors **Outcome Focus**: Structural correctness and clarity	20%	6
Unit 4: Academic and Functional Writing • Paragraph writing (coherence and cohesion) • Essay writing (analytical and descriptive) • Report writing (basic format) • Notice and memo drafting • Introduction to professional email writing **Outcome Focus**: Workplace-oriented writing competence	20%	6
Unit 5: Communication and Speaking Skills • Functional communication (greetings, introductions, social interaction) • JAM (Just a Minute) • Group discussion and basic debate • Role-play (real-life scenarios: meetings, appointments, problem solving) • Confidence-building strategies **Outcome Focus**: Industry-relevant communication skills	20%	6

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	Blooms' Taxonomy Domain
After successful completion of the above course, students will be able to:	
CO1: Apply and manipulate fundamental grammatical rules and language structures to construct error free sentences in varied contexts.	**Apply**
CO2: Analyze and interpret written texts to infer meaning, evaluate arguments, and demonstrate advanced reading comprehension.	**Analyze**
CO3: Select and employ domain-specific vocabulary appropriately in oral and written communication across academic and professional contexts.	**Apply**
CO4: Compose and organize coherent academic and professional texts using appropriate structure, style, and conventions.	**Create**
CO5: Articulate and adapt communication effectively in formal and informal situations with clarity, confidence, and contextual appropriateness.	**Apply**

Learning Resources	
17.	**Textbook:** Wren & Martin (2001), English Grammar & Composition, New York
18.	**Reference Books** Raymond Murphy – English Grammar in Use Edgar Thorpe – Basic Vocabulary David Green – Contemporary English Grammar **Additional Resources** Newspaper Editorials (The Hindu / Indian Express)
19.	Journal Harvard Business Review (selected simplified readings) Online vocabulary platforms (e.g., vocabulary apps, corpora-based tools)
20.	Periodicals

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Attendance: 05 marks MCQs: 10 marks Skill enhancement activities/case study: 15 marks Presentation/miscellaneous activities: 10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	2
CO2	2	1	2	2
CO3	3	2	3	3
CO4	3	2	3	3
CO5	3	2	3	3
Avg.	2.6	1.6	2.6	2.6

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5
CO1	1	1	1	3	1
CO2	1	1	1	2	3
CO3	1	2	1	3	1
CO4	1	2	1	3	2
CO5	1	1	1	3	1
Avg.	1.0	1.4	1.0	2.8	1.6

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High)

COURSE CODE	COURSE NAME	SEMESTER
VACC104	**Fundamentals of Sustainability & ESG**	I

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
30	0	0	30	2	0	0	2

Course Pre-requisites	Learners should possess a basic understanding of business, society, and environmental issues. Familiarity with contemporary global challenges, will help learners comprehend sustainability concepts, Sustainable Development Goals (SDGs) & ESG frameworks.
Course Category	Value Added Course
Course focus	The course focuses on sustainability principles, Sustainable Development Goals (SDGs), ESG frameworks, and ESG metrics to develop responsible decision-making, ethical business practices, and sustainable organizational strategies.
Rationale	• Sustainability is a strategic business approach that fosters enduring value by meticulously considering ecological, social, and economic dimensions. • This course will help students understand the importance of various ecological, social and economic as well as legal dimensions for sustainable business growth. • The ESG framework will create sensitivity amongst students towards climate change and its impact on business in particular and on the entire earth in general.
Course Revision/ Approval Date:	13th BOS held on 14th May 2026

Course Objectives (As per Blooms' Taxonomy)	• To analyze the fundamental concepts, principles, and dimensions of sustainability in the context of business and society. • To examine the significance of Sustainable Development Goals (SDGs) and evaluate their role in promoting inclusive and sustainable development. • To assess the Environmental, Social, and Governance (ESG) framework and its relevance to responsible business practices and corporate sustainability. • To apply ESG concepts and sustainability principles to evaluate organizational policies, strategies, and stakeholder responsibilities. • To evaluate ESG metrics and sustainability indicators to support ethical decision-making, performance assessment, and long-term value creation.

Course Content	Weightage	Contact hours
Unit 1: Fundamentals of Sustainability Meaning, concept, and importance of sustainability, Dimensions of sustainability: Environmental, Social, and Economic, Principles of sustainable development, Sustainability challenges in business and society, Triple Bottom Line (People, Planet, Profit), Role of businesses in promoting sustainability, Sustainable consumption and responsible business practices.	**20%**	**7**
Unit 2 : Sustainable Development Goals (SDGs) Meaning, Importance and History of SDGs, 17 goals under SDG and how they are linked with ESG, Ways of making a difference – initiatives by Individuals, organizations, society and government., SDGs and corporate responsibility, Role of organizations in achieving SDGs, Challenges in achieving sustainable development goals. Case study.	**30%**	**8**
Unit 3 Environmental, Social and Governance (ESG) Framework Meaning and concept of ESG, Components of ESG: Environmental, Social, and Governance dimensions, Importance of ESG in modern business management ESG and corporate governance practices, Stakeholder approach in ESG implementation, ESG risks and opportunities for businesses, ESG policies and reporting frameworks , Role of investors, regulators, and companies in ESG adoption & challenges in ESG measurement & implementation.	**30%**	**8**
Unit 4 ESG metrics & Sustainability Indicators Introduction to ESG metrics and sustainability indicators , Environmental Metrics, Social Metrics, Governance Metrics, Key Environmental indicators: carbon footprint, energy use, waste management, Key Social indicators: employee welfare, diversity, community impact, Key Governance indicators: ethics, transparency, compliance, Case study.	**20%**	**7**

Course Outcomes:	Blooms' Taxonomy Domain
After successful completion of the above course, students will be able to:	
CO1: Analyze the core concepts and principles of sustainability and their relevance to business, society, and environmental management.	**Analyze**
CO2: Understand the role and significance of Sustainable Development Goals (SDGs) in achieving sustainable and inclusive growth.	**Understand**
CO3: Apply sustainability and ESG principles to evaluate organizational strategies, policies, and stakeholder engagement practices..	**Apply**
CO4: Analyse the components and importance of the ESG framework in promoting responsible governance and sustainable business practices.	**Analyze**
CO5: Evaluate ESG metrics and sustainability indicators for measuring organizational performance and supporting responsible decision-making	**Evaluate**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Learning Resources	
21.	**Textbook:** • Revankar, S., Understanding ESG and sustainability. JEC Publication. ISBN-13: 978-9357494724 • Malhotra, V., Sustainable development goals. Pentagon Press LLP. ISBN: 978-9390095629 • Kristyn Noeth, The ESG and Sustainability Desk book for Business: A Guide to Policy, Regulation, and Practice, Apress; 1st edition, July 2024 • Tracy Dathe, Marc Helmold, René Dathe, Isabel Dathe, Implementing Environmental, Social and Governance (ESG) Principles for Sustainable Businesses: A Practical Guide in Sustainability Management (Responsible Leadership and Sustainable Management) Springer International Publishing AG; 1st ed. 2024 edition • Roy, M. G. Sustainable Development: Environment, Energy and Water Resources. Ane Books. • Pritwani, K. Sustainability of business in the context of environmental management. CRC Press.

2.	**Reference Books:** • Demystifying ESG – Dr. Garima Dadhich & Dr. Ravi Raj Atrey • Benchmarking ESG & CSR: A Compendium of Best Practices in ESG & CSR in India – Dr. Garima Dadhich & Dr. Ravi Raj Atrey • Environment, Development and Sustainability in India: Perspectives, Issues and Alternatives – Dr. Manish K. Verma
23.	**Journals & Periodicals:** 1. Journal of Business Ethics 2. Business Strategy and the Environment 3. Corporate Social Responsibility and Environmental Management 4. Sustainability 5. Harvard Business Review
24.	**Other Electronic Resources:** • Sustainability: A Comprehensive Foundation • Sustainability, Innovation, and Entrepreneurship • The Sustainable Business Case Book • Rethinking Sustainability Towards a Regenerative Economy • Sustainable Digital Finance • Advancing Responsible Sourcing in Mineral Value Chains • Blue Planet Law: The Ecology of our Economic and Technological World • http://www.techtarget.com/sustainability/feature/ESG-strategy-and-management-Complete- guide for-businesses • http://howtoesg.org/ • http://sustainabilityknowledgegroup.com/resources/

Evaluation Scheme	**Total Marks: 100**	
Mid Semester Marks	20 marks	
End Semester Marks	40 marks	
Continuous Evaluation 40 marks	Class Participation	10 marks
	Quiz	5 marks
	Case Study/ Research Paper	15 marks
	Presentation on Current Trends	10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	2
CO2	2	1	2	2
CO3	3	2	3	3
CO4	3	2	3	3
CO5	3	2	3	3
Avg.	2.6	1.6	2.6	2.6

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5
CO1	2	1	3	1	2
CO2	1	1	3	1	2
CO3	2	2	2	1	3
CO4	2	1	3	1	2
CO5	1	2	3	1	2
Avg.	1.6	1.4	2.8	1.0	2.2

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High)

SEMESTER II SYLLABYS

COURSE CODE BBA201	COURSE NAME Human Behaviour and Organization	SEMESTER II

Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45	0	15	60	3	0	1	4

Course Pre-requisites	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.
Course Category	Compulsory
Course focus	Skills and Employability and Entrepreneurship
Rationale	• To develop a basic understanding of the concept of human behavior and organization. • To highlight the importance of OB in modern organizations. • To understand individual and group behavior in the workplace to improve the effectiveness of an organization. • To critically evaluate leadership styles and strategies.
Course Revision/ Approval Date:	13th BOS held as on 14th May 2026
Course Objectives (As per Blooms' Taxonomy)	• To analyze fundamental theories and concepts of individual and group behavior in organizational settings. • To examine key organizational behavior concepts such as motivation, leadership, team dynamics, and organizational culture. • To apply organizational behavior theories to real-world workplace situations involving communication, conflict resolution, and team building. • To assess workplace behavior patterns and organizational dynamics to identify challenges and recommend improvement strategies. • To evaluate organizational practices and creating innovative solutions and strategies to enhance employee performance, job satisfaction, and organizational effectiveness.

Course Content	Weightage	Contact hours
Unit 1: Introduction to Human Behavior and Organization Meaning, importance, and historical development of organizational behavior; Factors influencing organizational behavior; Contributing disciplines of OB; OB models	**25**	**15**
Unit 2: Individual Behavior 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, Theory X and Theory Y, Two Factors Theory); Contemporary Theories of motivation (Self-Determination Theory, Goal-setting Theory, Reinforcement Theory, Self-efficacy Theory	**25**	**15**
Unit 3: Group & Team Behaviour 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 & Group conflict; e-teams.	**25**	**15**
Unit 4: Leadership & Power 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.	**25**	**15**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: Analyze individual and group behavior, leadership styles, and organizational culture to understand workplace relationships.	**Analyze**
CO2: Apply organizational behavior principles to address real-world organizational challenges related to motivation, teamwork, and conflict management.	**Apply**
CO3: Assess organizational practices and workplace dynamics to identify behavioral issues and suggest practical solutions.	**Evaluate**
CO4: Evaluate the impact of leadership styles, motivation techniques, and team processes on employee performance and organizational effectiveness.	**Evaluate**
CO5: Design and propose strategies to foster positive organizational culture, improve communication, and enhance team performance.	**Create**

Learning Resources	
25.	**Textbook:** 1. Robbins, Stephen - Organizational Behavior Prentice Hall of India Ltd., New Delhi. 2. Luthans Fred - Organizational Behavior: An Evidence-Based Approach - McGraw Hil Publishers Co. Ltd., New Delhi. 3. Prasad, L.M-Organizational Theory Behavior-Sultan Chand &Sons, New Delhi. 4. Rao, VS P-Organization Behavior –Himalaya Publishing House. 5. Aswathappa.K.-Organizational Behavior–Himalaya Publishing House, Mumbai, 18th Edition.
26.	**References:** • Personality assessment through a questionnaire (MBTI/16PF etc.) • Personality assessment through Indian scriptures. • Review Literature of the book "Personality Development" by Swami Vivekananda by Exotic India Art. • Translating Swami Vivekananda into Management Practice 5. https://link.springer.com/chapter/10.1007/978-981-19-1158-3_17 • Model curriculum for UG Degree in BBA 53 Unit 2 • Assess the ways of self-directed Learning. • Watch the movie "Ruka hua Faisla"/12 Angry Men on group decisionmaking. • Reflective essay on group behaviour on "Draupadi Cheer Haran"
27.	**Journals & Periodicals:** • HBR, 2022: How Great Leaders Communicate • Reflective exercise on the concept of leadership in Mahabharata versus Ramayana
28.	**Other Electronic Resources:** Understanding Belbin Individual Team Roles: **https://belbin.scot/wp-content/uploads/2022/08/Belbin-8-SPI-ReportSample.pdf**

Evaluation Scheme	**Total Marks: 100**	
Mid Semester Marks	20 marks	
End Semester Marks	40 marks	
Continuous Evaluation **40 marks**	Class Participation	10 marks
	Quiz	5 marks
	Case Study/ Research Paper	15 marks
	Presentation on Current Trends	10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	2
CO2	2	2	2	2
CO3	3	2	3	3
CO4	3	2	3	3
CO5	3	2	3	3
Avg.	2.6	1.8	2.6	2.6

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	2	2
CO2	2	2	1	1	3
CO3	3	2	1	3	3
CO4	2	3	1	1	2
CO5	2	2	3	2	3
Avg.	2.4	2.2	1.4	1.8	2.6

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High)

COURSE CODE	COURSE NAME	SEMESTER
BBA202	**Marketing Management**	**II**

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
45	0	15	60	3	0	1	4

Course Pre-requisites	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.
Course Category	Compulsory
Course focus	Skills and Employability and Entrepreneurship.
Rationale	• Develop understanding about marketing management concepts and frameworks, and apply these to a new or existing business. • Develop skills to analyze and synthesize information and derive insights related to marketing management, from several perspectives. • 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.
Course Revision/ Approval Date:	13th BOS held on 14th May 2026
Course Objectives (As per Blooms' Taxonomy)	• To explain key marketing management concepts and frameworks and apply them to new or existing business contexts. • To analyze and synthesize marketing information from multiple perspectives to derive actionable managerial insights. • To examine best practices in managing marketing activities and evaluate their impact on demand, including forecasting and influencing future demand levels.

Course Content	Weightage	Contact hours
Unit 1 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)	**25**	**15**
Unit 2 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	**25**	**15**
Unit 3 Product decisions: Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging & 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 & Publicity and Personal Selling. Marketing Channel Decision: Channel functions, Channel Levels, Types of Intermediaries: Wholesalers and Retailers, Introduction to Retail Management.	**25**	**15**

Course Content	Weightage	Contact hours
Unit 4 Marketing of Services: unique characteristics of services, marketing strategies for service firms – 7Ps. Contemporary issues in Marketing, E-commerce, Digital Marketing, Ethics and social responsibility in Marketing, Integrated Marketing, Online Payments, Rural Marketing, Social Marketing, Green Marketing (Introductory aspects only).	**25**	**15**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: The learner will be able to apply fundamental marketing concepts and principles to explain the role of marketing in organizational contexts .	**Apply**
CO2: The learner will be able to apply marketing mix elements to support effective organizational decision-making .	**Apply**
CO3: The learner will be able to implement organizational marketing strategies in given business scenarios and cases	**Apply**
CO4: The learner will be able to analyse marketing practices using Indian business experiences, approaches, and case studies	**Analyze**
CO5: The learner will be able to assess and develop marketing decisions based on marketing implementation outcomes	**Evaluate**

Class Participation		10 marks
Quiz		5 marks
Case Study/ Research Paper		15 marks
Presentation on Current Trends		10 marks

Learning Resources	
29.	**Textbook:** Kotler P., Keller K., et al. Marketing Management (16th edition). Pearson Education Pvt. Ltd.
30.	**Reference Books:** ● Aaker, D. A. and Moorman Christine., Strategic Market Management: Global Perspectives. John Wiley & Sons. ● Shainesh G. Kotler Philip, Keller Kevin, Alexander Chernev, Jagdish N. Sheth | Marketing Management. Pearson Higher Education ● Kotler, P., Armstrong, G., and Agnihotri, P. Y. Principles of Marketing (17th edition). Pearson Education. Ramaswamy, V.S. & Namakumari, S. Marketing Management: Indian Context Global Perspective (6th edition). Sage Publications India Pvt. Ltd.
31.	**Journals & Periodicals:** ● Indian Journal of Marketing ● Journal of Marketing ● Vikalpa: The Journal for Decision Makers ● South Asian Journal of Marketing Journal of Business Research (Special Issues on Marketing)
32.	**Other Electronic Resources:** ● Nirma University Management & Commerce Library Electronic Resources ● GrowthAcad's Digital Marketing Course Syllabus (2024) ● Pondicherry University MBA (Marketing) Syllabus

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation **40 marks**	

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	2
CO2	2	2	2	2
CO3	3	2	3	3
CO4	3	2	3	3
CO5	3	2	3	3
Avg.	2.6	1.8	2.6	2.6

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	1	3
CO2	3	2	1	1	3
CO3	3	3	1	1	3
CO4	3	1	1	3	3
CO5	2	3	3	1	3
Avg.	2.8	2.2	1.4	1.4	3.0

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High)

COURSE CODE	COURSE NAME	SEMESTER
BBA203	**Business Economics**	**II**

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
45	0	15	60	3	0	1	4

Course Pre-requisites	Basic Understanding of Commerce, Business and Economics Concepts.
Course Category	Core Subject
Course focus	This course introduces students to the fundamental principles of microeconomics and macroeconomics and their application in business decision-making. It covers demand and supply analysis, consumer and producer behavior, market structures, national income, Indian economic challenges, and systematic analysis of the Economic Survey and Union Budget across sectors.
Rationale	Business Economics provides a strong foundation for understanding how economic forces influence business decisions and market outcomes. The course develops analytical and critical thinking skills to interpret market trends, production decisions, cost structures, and economic policies. The **integration of Economic Survey and Union Budget (year-wise sectoral analysis)** enables students to: ● Connect theoretical concepts with real-time economic developments ● Understand government priorities across sectors (agriculture, industry, services, infrastructure, etc.) ● Analyze policy implications for businesses and industries ● Develop awareness of India's evolving economic landscape This course: ● Builds strong microeconomic foundations for business analysis ● Enhances decision-making ability using economic tools ● Helps students understand market structures and competition ● Develops awareness of Indian economic challenges and policy framework ● Develops the ability to interpret annual Economic Survey and Union Budget sector-wise Prepares students for advanced courses in economics, finance, and business strategy.
Course Revision/ Approval Date:	13th BOS held on 14th May 2026

Course Objectives (As per Blooms' Taxonomy)	• To explain and apply fundamental microeconomic concepts such as demand, supply, elasticity, production, and consumer behavior for analyzing decision-making of individual economic units. • To analyze price and output determination under different market structures such as perfect competition, monopoly, monopolistic competition, and oligopoly. • To interpret national income concepts and methods of measurement, including GDP, GNP, NDP, NNP, and circular flow of income in an economy. • To evaluate key features and challenges of the Indian economy, including poverty, human capital formation, trade, and sustainable development in a global context.

Course Content	Weightage	Contact hours
Unit 1: Fundamentals and Basic elements of Microeconomics • The Economic Problem: Scarcity and Choice, Nature and Scope-Positive and Normative Economics. • Scope of Study and Central Problems of Micro and Macroeconomics • Demand Schedule: Individual and Market Demand Curve, Determinants of Demand, Law of Demand, Movement and Shift among Demand Curve, Elasticity of Demand. • 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.	**25**	**15**
Unit 2: Producer and Consumer Behavior • Theory of Production-Factors of Production, Production Function, Law of Variable Proportions, Returns to Scale, Producers' Equilibrium. • Theory of Cost- Short Run and Long Run Average, Marginal and Total Cost Curves. • Cardinal Utility Approach-Law of Diminishing Marginal Utility, Law of Equi Marginal Utility, Indifference Curves, Budget Lines and Consumer Equilibrium	**25**	**15**
Unit 3: Analysis of Market • Concept of Market and Main Forms of Market. • Price and Output Determination Under Perfect Competition, Monopoly, Monopolistic Competition, and oligopoly	**25**	**15**
Unit 4: Economic Survey & Union Budget (Basic Understanding) • Meaning and purpose of Economic Survey and Union Budget • Basic structure of Budget (Income, Expenditure, Deficit) • Awareness of key highlights of latest Budget and Economic Survey • Understanding of sector-wise focus (Agriculture, Industry, Services)	**25**	**15**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	Blooms' Taxonomy Domain
After successful completion of the above course, students will be able to:	
CO1: Explain basic microeconomic concepts and illustrate the problem of resource allocation in an economy.	**Understand**
CO2: Describe and explain the allocation and distribution of scarce resources using microeconomic principles.	**Understand**
CO3: Apply market structures and pricing strategies to analyze firm behavior in different competitive environments.	**Apply**
CO4: Analyze national income concepts and assess their relevance as measures of economic welfare.	**Analyze**
CO5: Evaluate major challenges of the Indian economy and suggest appropriate economic measures.	**Evaluate**

Learning Resources	
33.	**Textbook:** 1. Varian. H.R: Micro Economics A modern Approach 2. Mc Connell & Brue: Micro Economics Principal, problems & policies. McGraw Hills Professional Publication. 3. Ahuja, H.L. Advanced Economic theory 4. Jain K.P. Advanced Economic theory 5. Jhingan M.L. Modern Micro Economics 6. J. Shapiro: Macro Economic Theory and Policy 7. W.H. Bransin: Macro-Economic Analysis 8. M.L. Jhingan: Macro-Economic Theory and Policy 9. M.C. Vaishya: Macro-Economic Theory 10. Sunil Bhaduri: Macro Economic Analysis 11. H.L. Ahuja: Micro Economic Theory; Modern Publisher, Gulab Bhawan, 6, Bahadurshah Zafar Marg, New Delhi. 12. Samuelson & William D. Nordhaus: Economics; McGraw Hills. 13. A.N. Agarwal: Indian Economy. 14. M. Maria John Kennedy: Advanced Micro Economic Theory; Himalaya Publishing House, Delhi. 15. I.C. Dhingra & V.K. Garg: Economic Development & Planning in India. 16. D.M. Mithani: Macro Economics; Himalaya Publishing House. 17. Macroeconomics" by N. Gregory Mankiw 18. Macroeconomics: Principles, Applications, and Tools" by Arthur O'Sullivan, Steven Shiffrin, and Stephen Perez 19. Macroeconomics" by Olivier Blanchard

Learning Resources	
34.	**Reference Books:** • Pedagogy and Teachings Method (Teacher should use the following strategies to achieve various outcomes of the course): • Different methods of teaching and media to be used to attain classroom attention. • Massive open online courses (MOOCs) may be used to teach various topics/sub topics. • 15-20% of the topics which are relatively simpler of descriptive in nature should be given to the students for self-learning and assess the development of competency through classroom presentations. • Micro-projects may be given to group of students for hand-on experiences. • Encouraging students to visit to sites such as local or seasonal markets and research establishment around the institution
35.	**Journals & Periodicals:** • Economic and Political Weekly (EPW) • RBI Bulletin • Business Standard / Economic Times
36.	**Other Electronic Resources:** • Ministry of Finance (India) Official Website • RBI Website • NITI Aayog Reports • PIB (Press Information Bureau) Releases

Evaluation Scheme	**Total Marks: 100**	
Mid Semester Marks	20 marks	
End Semester Marks	40 marks	
Continuous Evaluation 40 marks	Class Participation	10 marks
	Quiz	5 marks
	Case Study/ Research Paper	15 marks
	Presentation on Current Trends	10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	2
CO2	2	2	2	2
CO3	3	2	3	3
CO4	3	2	3	3
CO5	3	2	3	3
Avg.	2.6	1.8	2.6	2.6

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5
CO1	3	1	1	1	2
CO2	3	1	1	1	1
CO3	3	1	2	1	3
CO4	3	1	2	1	3
CO5	3	1	2	1	3
Avg.	3.0	1.0	1.6	1.0	2.4

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High)

COURSE CODE BBA204	COURSE NAME Emerging Technologies and Applications	SEMESTER II

Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
30	0	0	30	2	0	0	2

Course Pre-requisites	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.
Course Category	Multidisciplinary Elective (VACC)
Course focus	Skills and Employability and Entrepreneurship
Rationale	• To provide a comprehensive understanding of emerging technologies such as block chain, IoT, cloud computing, robotics, AR/VR, etc. • To explore the applications, implications, and strategic advantages of emerging technologies in business for competitive advantage.
Course Revision/ Approval Date:	13th BOS held as on 14th May 2026
Course Objectives (As per Blooms' Taxonomy)	• Enable learners to explain the fundamentals and functioning of key emerging technologies such as Blockchain, Internet of Things (IoT), Cloud Computing, Robotics, and AR/VR in a business context • Develop the ability to analyze business applications and strategic relevance of emerging technologies for improving operational efficiency, innovation, and competitive advantage.

Course Content	Weightage	Contact hours
Unit 1 Cloud Computing 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.	**25**	**7**
Unit 2 Internet of Things (IoT) & Industry 4.0 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 manufacturing technologies – Impact on Business Models – Transformation of production and supply chains – Business process optimization.	**25**	**8**
Unit 3 Block chain Technology 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.	**25**	**7**
Unit 4 Augmented Reality (AR) and Virtual Reality (VR) 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.	**25**	**8**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: Identify and explain the fundamental concepts, terminologies and characteristics of emerging technologies such as Blockchain, IoT, Cloud Computing, Robotics and AR/VR.	**Remember**
CO2: Describe the working principles and functional frameworks of key emerging technologies and their relevance in modern business operations.	**Understand**
CO3: Apply emerging technology concepts to illustrate business applications and solve basic managerial problems across functional areas.	**Apply**
CO4: Analyze business cases and organizational scenarios to assess the impact of emerging technologies on efficiency, innovation and decision-making.	**Analyze**
CO5: Evaluate alternative technology-driven business strategies using logical reasoning to support informed and ethical managerial decisions.	**Evaluate**

Learning Resources	
37.	**Textbook:** 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.
38.	**Reference Books:** Schwab, K. (2016). *The fourth industrial revolution*. Crown Business.
39.	**Journals & Periodicals:** **Case Studies** 1. Software and/or Data: Dilemmas in an AI Research Lab of an Indian IT Organization, Rajalaxmi Kamath; Vinay V Reddy, https://hbsp.harvard.edu/product/IMB889-PDFENG?Ntt=emerging%20technologies 2. Volkswagen Group: Driving Big Business With Big Data, Ning Su; Naqaash Pirani, https://hbsp.harvard.edu/product/W14007-PDFENG?Ntt=emerging%20technologies
40.	**Other Electronic Resources:** Practical (Suggestive List): • Hands on sessions on utilizing popular cloud platforms for development and deployment, offering hands-on experience with free tiers and trial accounts. • Hands on sessions on block chain technologies, focusing on the basics development and deployment of decentralized applications

<table>
<tr><td>Evaluation Scheme</td><td>Total Marks: 100</td></tr>
<tr><td>Mid Semester Marks</td><td>20 marks</td></tr>
<tr><td>End Semester Marks</td><td>40 marks</td></tr>
<tr><td>Continuous Evaluation
40 marks</td><td>
<table>
<tr><td>Class Participation</td><td>10 marks</td></tr>
<tr><td>Quiz</td><td>5 marks</td></tr>
<tr><td>Case Study/ Research Paper</td><td>15 marks</td></tr>
<tr><td>Presentation on Current Trends</td><td>10 marks</td></tr>
</table>
</td></tr>
</table>

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	2
CO2	2	2	2	2
CO3	3	2	3	3
CO4	3	2	3	3
CO5	3	2	3	3
Avg.	2.6	1.8	2.6	2.6

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5
CO1	3	1	1	1	1
CO2	3	1	1	1	3
CO3	3	1	1	3	2
CO4	2	2	1	1	3
CO5	2	1	3	1	3
Avg.	2.6	1.2	1.4	1.4	2.4

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High)

COURSE CODE AECC201	COURSE NAME Communication Skills in English	SEMESTER II

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
30	0	0	30	2	0	0	2

Course Pre-requisites	Student should have cleared First Semester of Bachelor of Commerce
Course Category	Mandatory Course
Course focus	Communicational Skills
Rationale	• It enables students to apply the knowledge of soft skill i.e. Communication Skills to integrate with their working knowledge of the field to get maximum benefits of internal and external levels.
Course Revision/ Approval Date:	Skills and Employability
Course Objectives (As per Blooms' Taxonomy)	• To develop students' understanding of the fundamentals of verbal and non-verbal communication for effective professional interaction. • To enhance students' ability to apply appropriate grammar, vocabulary, and structure in academic and workplace writing. • To enable students to design and deliver effective written and oral communication such as letters, reports, presentations, and discussions. • To sensitize students to cultural and interpersonal communication challenges in diverse workplace environments. • To equip students with digital and ICT-based communication skills required for modern business and professional settings.

Course Content	Weightage	Contact hours
Unit 1: Communicative Skills Basics of Communication, Verbal & Non-verbal, Communication, Barriers to Effective Communication, Strategies of Effective Communication	**20%**	**6**
Unit 2: Grammar & Vocabulary: Types of sentences, Synonyms, Antonyms, Tenses - Past, Present & Future, Homophones, Modals, Verb forms, Phrasal Verbs, Error correction, commonly misused words, technical terms	**15%**	**5**
Unit 3: Listening & Reading Skills: 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)	**30%**	**9**
Unit 4: Writing Skills & Speaking Skills: 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.	**25%**	**7**
Unit 5: ICT/ Digital/ E-Skills: Computer Assisted Language Learning (CALL), Mobile Assisted Language Learning (MALL), Emails, Blogs, Digital/ E-Portfolio, Filling Online Application Forms	**20%**	**6**

Instructional Method and Pedagogy: (Max. 100 words)
Classroom Lecture, Case Studies, Quizzes, Presentations, Role Play, Expert Lecture (Consultant)

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: Explain fundamental concepts of verbal and non-verbal communication in academic and professional contexts.	**Understand**
CO2: Apply appropriate writing techniques to prepare letters, reports, and short documents.	**Apply**
CO3: Demonstrate effective oral communication skills through presentations, group discussions, and role plays.	**Apply**
CO4: Assess cultural and ethical factors influencing communication in organizational settings.	**Evaluate**
CO5: Use digital tools and platforms to communicate professionally in virtual and technology-enabled environments.	**Apply**

Class Participation		10 marks
Quiz		5 marks
Case Study/ Research Paper		15 marks
Presentation on Current Trends		10 marks

Learning Resources	
41.	**Textbook:** Effective Technical Communication by M Ashraf Rizvi, McGraw Hill Education (India) Private Limited, New Delhi.

42.	**Reference Books:** 1. Communication Skills for Engineers and Scientists by Sangeeta Sharma and Binod Mishra, PHI Learning Private Limited, Delhi. 2. Technical Communication Principles and Practice by Meenakshi Raman and Sangeeta Sharma, Oxford University Press, 3rd Edition 3. Business Communication by Asha Kaul, PHI Learning Private Limited, Delhi. 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. 5. Business Communication Today by Courtland L. Bovee, John V. Thill and Roshan Lal Raina, Pearson, 13th Edition. 6. Business Communication: From Principles to Practice by Matthukutty M. Monippally, McGraw Hill Education (India) Private Limited, New Delhi. 7. Technical Communication: A Practical Approach by William Sanborn Pfeiffer and T. V. S. Padmaja, Pearson, 6th Edition.
43.	**Journal:** Harvard Business Review
44.	**Periodicals:**

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation **40 marks**	

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	2
CO2	2	2	2	2
CO3	3	2	3	3
CO4	3	2	3	3
CO5	3	2	3	3
Avg.	2.6	1.8	2.6	2.6

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	3	1
CO2	3	1	1	3	1
CO3	2	1	1	3	3
CO4	1	3	2	3	2
CO5	2	3	2	2	3
Avg.	2.2	2.0	1.4	2.8	2.0

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High)

COURSE CODE VACC201	COURSE NAME Tinkering & Mentoring	SEMESTER II

Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
0	30	0	30	0	1	0	1

Course Pre-requisites	• A basic understanding of business fundamentals (such as marketing, management, or economics) from prior coursework or introductory classes. • Creative thinking and problem-solving orientation, as the course involves ideation and project development. • Basic technical or domain-specific knowledge depending on the student's field (e.g., engineering, IT, or management) to contribute meaningfully to the prototyping or conceptual modeling components.
Course Category	Value Added Course:Skills and Employability ,Entrepreneurship
Course focus	• Foster a strong entrepreneurial mindset by introducing students to the fundamentals of entrepreneurship, including types, myths, and the role of innovation. • Guide students through idea generation, product development, and feasibility analysis with tools such as POC (Proof of Concept), TRL (Technology Readiness Levels), and MVP (Minimum Viable Product). • Instill ethical and sustainable values in entrepreneurship through a focus on eco-friendly systems, BIS standards, and social responsibility. • Encourage hands-on project-based learning by involving students in prototyping or business model development that aligns with their academic backgrounds, promoting practical innovation and teamwork.

Rationale	• Equip students with the skills and mindset to identify opportunities, generate feasible solutions, and bring ideas to life through structured planning and prototyping. • Bridge the gap between academic learning and real-world application, encouraging interdisciplinary collaboration and critical thinking. • Encourage the development of sustainable, ethical, and impactful innovations, aligning with national goals such as Start-up India and Make in India. • Provide a platform for experiential learning, where students can prototype solutions to real-world problems under faculty guidance, thereby enhancing their employability and entrepreneurial potential.
Course Revision/ Approval Date:	

Course Content	Weightage	Contact hours
Unit 1 Introduction to Entrepreneurship: Understanding the concept, need, myths, and types of entrepreneurships. Importance of entrepreneurship in innovation and problem-solving.	10%	3
Unit 2 Idea Generation and Feasibility Study: Stages of POC, TRL, MRL, developing Minimum Viable Products (MVP), assessing product-market fit, and pricing strategies.	20%	4
Unit 3 Values, Ethics, and Standards: 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.	10%	3
Unit 4: Tinkering and Prototyping: Hands-on project work in groups to develop solutions for identified problems. Projects will include: Physical Prototypes for engineering and science students. Conceptual Modules (e.g., software, programs) for IT students. Business Cases or Models for management students. Students will work closely with faculty mentors to brainstorm, design, and create functional prototypes or models.	50%	20

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: To provide hands-on experience in problem-solving and prototyping through group-based tinkering projects.	**Apply**
CO2: To Understand entrepreneurial, creative, and critical thinking skills among students.	**Understand**
CO3: To Apply students' understanding of industry standards, intellectual property rights, and ethical practices.	**Apply**
CO4: To Analyze collaboration, teamwork, and communication skills through multidisciplinary group projects.	**Analyze**
CO5: To Evaluate students to real-world case studies, expert insights, and best practices in innovation and sustainability	**Evaluate**

Learning Resources	
45.	**Textbook:** N/A – The course relies on expert experiential learning and practical activities.
46.	**Reference books** 1. "The Lean Startup" by Eric Ries 2. "Zero to One" by Peter Thiel "Intellectual Property Rights: Unleashing the Knowledge Economy" by Prabuddha Ganguli
47.	**Journal** Articles from Harvard Business Review and MIT Sloan Management Review.
48.	**Periodicals** Business Standard, Economic Times, and Forbes articles on entrepreneurship and innovation.

Sr No	Evaluation Component	Marks
1	**Internal**	**50**
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
2	**External**	**50**
A	Final Project Presentation and Demonstration	30
B	Viva-Voce	20

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	2
CO2	2	2	2	2
CO3	3	2	3	3
CO4	3	2	3	3
CO5	3	2	3	3
Avg.	2.6	1.8	2.6	2.6

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5
CO1	2	2	1	1	3
CO2	1	1	1	1	3
CO3	1	1	3	1	1
CO4	2	3	2	2	2
CO5	1	1	2	1	3
Avg.	1.4	1.6	1.8	1.2	2.4

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High)

SEMESTER III SYALLABUS

COURSE CODE BBA301	COURSE NAME Cost and Management Accounting	SEMESTER III

Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45	0	15	60	3	0	1	4

Course Pre-requisites	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.
Course Category	Compulsory
Course focus	Skills and Employability and Enterpreneurship
Rationale	• To Apply the financial tools in the evaluation of the various targets achievable in future • To make the students employable as Finance Managers in the field of Accounting and Finance. • To learn about various methods of costing. • To decision techniques of marginal costing. • To prepare a fixed and flexible budget.
Course Revision/ Approval Date:	13th BOS held on 14th May 2026
Course Objectives (As per Blooms' Taxonomy)	• Understand concepts and tools of cost and management accounting including cost sheet, material, labour and overhead costing. • Apply marginal costing, break-even analysis and budgetary control techniques for managerial decisions. • Analyze financial statements using ratio, trend and comparative analysis. • Prepare cash flow statements and management reports for planning and control.

Course Content	Weightage	Contact hours
Unit-1: **Introduction to Cost and management accounting** Definitions, features, objectives, functions, scope(Nature), advantages(Importance) 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-stock levels, EOQ, ABC analysis. Issue of materials to production pricing methods-FIFO, LIFO and Average methods.	**25**	**15**
Unit 2: Labour Cost and Overheads **Labor cost:** direct and indirect labour cost-methods of payment of wages including incentive plans -Halsey and Rowan plans, Tailors Piece Rate method. **Overheads:** features, classification, methods of allocation and apportionment of overheads, primary and secondary distributions.	**25**	**15**
Unit 3: Marginal Costing and Budgetary control **Marginal Costing-** Meaning - Importance - Marginal Cost Equation - Difference between Marginal costing and Absorption costing **- Break Even Analysis-**Meaning and Model curriculum for UG Degree in BBA 74 Importance - Break even chart- P/V ratio - Cost Volume Profit Analysis-Margin of Safety-Angle of Incidence(Graph of BEP)- Problems in Marginal costing. **Budgets** - Meaning and importance - Budgetary Control-Meaning and Importance-Types of Budgets, practical problems - Flexible Budget and cash Budget.	**25**	**15**

Course Content	Weightage	Contact hours
Unit 4: Management Reporting **Management Reporting** – Meaning and Definitions of reports- Objectives and Purpose - Reports to top level management – Reports to lower level management- Sample Reports	**25**	**15**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: Explain cost concepts, elements of cost and preparation of cost sheet.	**Understand**
CO2: Apply marginal costing, CVP analysis and budgetary control techniques.	**Apply**
CO3: Analyze financial performance using ratio and trend analysis.	**Analyze**
CO4: Prepare cash flow statements and management reports for decision-making.	**Apply**
CO5: To Evaluate the efficiency of the organization in terms of the costing	**Evaluate**

Class Participation		10 marks
Quiz		5 marks
Case Study/ Research Paper		15 marks
Presentation on Current Trends		10 marks
and management.		

Learning Resources	
49.	**Textbook:** • Arora, M. N. Cost and Management Accounting, New Delhi: Himalaya Publishing House. • Jain, S.P., & Narang, K.L. Cost Accounting. Principles and Practice, New Delhi: Kalyani Publishers. • Kishor, R.M. Cost and Management Accounting. New Delhi: Taxman Allied Services. • Pillai, R.S.N, Bagavathi, V., Cost Accounting. New Delhi: Sultan Chand.
50.	**References:** Lal, J. Srivastav, Seema., Singh, Manisha. Cost Accounting: Test, Problems and Cases, New Delhi: Tata McGraw Hill Education
51.	**Journals & Periodicals:**
52.	**Other Electronic Resources:**

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation **40 marks**	

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	2
CO2	2	2	2	2
CO3	3	2	3	3
CO4	3	2	3	3
CO5	3	2	3	3
Avg.	2.6	1.8	2.6	2.6

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5
CO1	3	1	1	1	1
CO2	3	3	1	1	2
CO3	2	3	1	1	2
CO4	2	1	3	3	2
CO5	2	1	1	1	3
Avg.	2.4	1.8	1.4	1.4	2.0

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High)

COURSE CODE BBA302	COURSE NAME Legal and Ethical issues in business	SEMESTER III

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
45	0	15	60	3	0	1	4

Course Pre-requisites	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.
Course Category	Core Subject
Course focus	Skills and Employability and Entrepreneurship
Rationale	• The course aims to provide students with an understanding of key legal and ethical issues in the business context of India. • The course will help students analyze ethical dilemmas in business decisions. • The course will help the students understand the legal and regulatory aspects of business ethics that concern the financial, competitive and charitable responsibilities of organisatons. • The course will help the students gain knowledge about the ways in which organizational and individual factors impact business ethics.
Course Revision/ Approval Date:	13th BOS held on 14th May 2026

Course Objectives (As per Blooms' Taxonomy)	• To recall key concepts of business law, including the elements and types of contracts, and the role of business ethics in organizations. • To understand the importance of business law and ethics in managing business operations and addressing ethical challenges faced by organizations and their stakeholders. • To apply principles of business law to real-world business situations such as contract formation, sales, leases, and liability issues. • To analyze ethical dilemmas in business contexts by considering legal and moral perspectives and proposing appropriate solutions.

Course Content	Weightage	Contact hours
Unit 1: Introduction to Business Law 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.	**25**	**15**
Unit 2: Sales and Leases 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.	**25**	**15**

Course Content	Weightage	Contact hours
Unit 3: Introduction to Business Ethics 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 & business; Model curriculum for UG Degree in BBA 76 Issues related to Business Ethics in marketing, finance & 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.	**25**	**15**
Unit 4: The Ethical Decision-making Process Philosophical approaches to ethical decision making; Ethics & Religious approaches; Moral & 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 Improve Decision-Making Outcomes; Corporate Governance and its Impact on Ethical Decision-Making; Whistleblowing; Conflict Resolution.	**25**	**15**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: Remember the key concepts of business law, including the elements and types of contracts, and the role of business ethics in organizations.	**Remember**
CO2: Understand the importance of business law and ethics in managing business operations and addressing ethical challenges faced by organizations and their stakeholders.	**Understand**
CO3: Apply business law principles to real-world scenarios such as contract formation, sales, leases, and liability issues in business transactions.	**Apply**
CO4: Analyze ethical dilemmas in business situations by considering legal and moral perspectives to propose effective solutions.	**Analyze**
CO5: Evaluate legal and ethical practices in organizations.	**Evaluate**

Learning Resources	
53.	**Textbook:** (Latest Edition): 1. Tulsian, P. C. Business and Corporate Laws. S. Chand Publishing. 2. Fernando, A.C. Business Ethics and Corporate Governance. Pearson 3. Bayern, S. Business Law Beyond Business. J. Corp. L., 46, 521. 4. Vivekanand, S. To the Youth of India. Advaita Ashrama.
54.	**Reference Books:** • Ratan Tata: Ethical Leadership| By: Ashok K. Dua, Sumita Rai| Ivey Publishing| https://hbsp.harvard.edu/product/W17258-PDF-ENG • Mascarenhas, A. J. O. et al. (2019). J.R.D. Tata: Orations on Business Ethics. Rupa Publications India. • Holloway, J. E. (2023). The Foundation of the Theory of Law and Business. Am. U. Bus. L. Rev., 12, 51. • Vivekanand, S. (2022) Karam Yoga: The Yoga of action. Sanage Publishing House LLP. • Vivekanand, S. (2015): Lectures on Bhagavad Gita. CreateSpace Independent Publishing Platform. • Laasch, O. (2022). Principles of Management. Sage Textbook
55.	**Journals & Periodicals:** **Cases** • Salomon Vs. Salomon & Co. Ltd • Balfour Vs. Balfour • Durga Prasad Vs. Balde
56.	**Other Electronic Resources** • www.https://scroll.in/tag/competition-commission-of-India

Evaluation Scheme	**Total Marks: 100**	
Mid Semester Marks	20 marks	
End Semester Marks	40 marks	
Continuous Evaluation 40 marks	Class Participation	10 marks
	Quiz	5 marks
	Case Study/ Research Paper	15 marks
	Presentation on Current Trends	10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	2
CO2	2	2	2	2
CO3	3	2	3	3
CO4	3	2	3	3
CO5	3	2	3	3
Avg.	2.6	1.8	2.6	2.6

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5
CO1	3	1	2	1	1
CO2	3	3	2	1	1
CO3	2	3	2	1	1
CO4	2	1	3	3	2
CO5	2	1	3	1	2
Avg.	2.4	1.8	2.4	1.4	1.4

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High)

COURSE CODE BBA303	COURSE NAME Human Resource Management	SEMESTER III

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
45	0	15	60	3	0	1	4

Course Pre-requisites	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.
Course Category	Compulsory
Course focus	Skills , Employability and Entrepreneurship
Rationale	• The course will enable students to understand how HR plays a functional role, needed for organizational effectiveness and management. • Understand the difference between the functional and strategic roles of HR. • Students will analyse the need for HR planning, Innovation, use of technology, and sector-specific HR needs. • Understand the innovation in HRM and best practices
Course Revision/ Approval Date:	13th BOS held on 14th May 2026

Course Objectives (As per Blooms' Taxonomy)	• Explain and differentiate the key concepts of Human Resource Management (HRM) and Strategic Human Resource Management (SHRM). • Analyze emerging recruitment and selection trends and illustrate their application in organizational HR practices. • Apply various methods of training and development to design practical learning interventions in organizational settings • Design employee compensation strategies and evaluate approaches to maintain effective employee relations within an organization • Critically analyze industrial relations policies and labor-management negotiation strategies to make informed organizational recommendations

Course Content	Weightage	Contact hours
Unit 1: Introduction to Human Behavior and Organization Meaning, importance, and historical development of organizational behavior; Factors influencing organizational behavior; Contributing disciplines of OB; OB models	**25**	**15**
Unit 2: Individual Behavior 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, Theory X and Theory Y, Two Factors Theory); Contemporary Theories of motivation (Self-Determination Theory, Goal-setting Theory, Reinforcement Theory, Self-efficacy Theory	**25**	**15**
Unit 3: Group & Team Behaviour 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 & Group conflict; e-teams.	**25**	**15**
Unit 4: Leadership & Power 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.	**25**	**15**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: The learner will be able to apply fundamental HRM concepts, functions, and evolution to organizational human resource contexts	**Apply**
CO2: The learner will be able to apply human resource planning, job analysis, job design, recruitment, selection, and succession planning processes , including the use of social media for talent acquisition	**Apply**
CO3: The learner will be able to implement training and development methods and performance appraisal techniques to enhance employee performance and organizational effectiveness	**Apply**
CO4: The learner will be able to analyze and develop compensation and retention strategies based on compensation systems and employee separation practices	**Analyze**
CO5: The learner will be able to assess the role of trade unions and collective bargaining mechanisms in resolving industrial disputes and promoting harmonious industrial relations	**Evaluate**

Learning Resources	
57.	**Textbook:** (Latest Editions): 1. DeNisi, A.S.,Griffin, R.W and Sarkar, Anita Human Resource Management, Cengage Learning 2. Sengupta Amitabha, Human Resource Management: Concepts, Practices, and New Paradigms 3. Cascio, Wayne F., Managing Human Resources, Tata McGraw Hill, New Delhi 4. DeCenzo, David A, and Stephan P. Robbins, Fundamentals of Human Resource Management, Wiley India, New Delhi 5. Bhattacharyya, Dipak Kumar, Human Resource Management, Excel Books, New Delhi
58.	**References:** • Innovations in People Management, Bhatnagar, J, Bajaj, Ghosh Somanth, Lakshmi Publications, New Delhi (book of cases) • relevant cases-*1. Prabhjot, Kaur and Bhatnagar, Jyotsna (2022) The Happy Turtle: Womanpreneur and Talent in a Circular Economy, published, Richard Ivey School Case collection, Product Number Product# W25373. • Bohra, Rakesh and Bhatnagar, Jyotsna, (2022) One Employee Went Freelance. Now Everyone Wants the Same Deal, Harvard Business Review, March, 2022, (ABDC/A / FT 50). • Mukherjee A, and Bhatnagar J(2022) - Conceptualizing and theorizing green human resource management: a narrative review--International Journal of Manpower, Jul 2022;(ABDC/A)
59.	**Journals & Periodicals:** • Innovations In People Management, Bhatnagar, J, Bajaj, Ghosh Somanth, Lakshmi Publications, New Delhi (book of cases) • Mukherjee A, and Bhatnagar J(2022) - Conceptualizing and theorizing green human resource management: a narrative review--International Journal of Manpower, Jul 2022;(ABDC/A
60.	**Other Electronic Resources:**

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation: 10 marks Quiz: 5 marks Case Study/ Research Paper: 15 marks Presentation on Current Trends: 10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	2
CO2	2	2	2	2
CO3	3	2	3	3
CO4	3	2	3	3
CO5	3	2	3	3
Avg.	2.6	1.8	2.6	2.6

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	1	1
CO2	3	3	1	1	2
CO3	3	2	1	3	3
CO4	3	3	1	1	3
CO5	3	3	2	2	2
Avg.	3.0	2.6	1.2	1.6	2.2

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High)

COURSE CODE	COURSE NAME	SEMESTER
BBA304	**Management Information System (MIS)**	**III**

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
30	60	0	90	2	2	0	4

Course Pre-requisites	Basic understanding of business operations and management. Familiarity with basic concepts of information technology and systems.
Course Category	Compulsory
Course focus	Skills and Entrepreneurship
Rationale	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.
Course Revision/ Approval Date:	13th BOS held as on 14th May 2026
Course Objectives (As per Blooms' Taxonomy)	• To understand the basic concepts, types, dimensions, and components of Management Information Systems (MIS), and to evaluate the benefits and evolution of IT infrastructure in the digital era. • To apply database management principles by setting up and managing DBMS packages, creating Entity–Relationship diagrams, and understanding data models, data warehouses, and database administration techniques. • To analyze various MIS applications, including Decision Support Systems (DSS), Group Decision Support Systems (GDSS), and knowledge management systems, and to develop e-commerce solutions using enterprise models, business process reengineering, and digital communication strategies. • To evaluate project management objectives and methodologies, including agile practices such as SCRUM, and to manage projects effectively by controlling risk factors and addressing ethical, social, and political issues in the information era.

Course Content	Weightage	Contact hours
Unit 1: Fundamentals concepts of MIS 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	**25**	**15**
Unit 2: Database management system: Objectives of database approach- Characters of database Management systems data processing system- Components of DBMS packages - Database administration- Entity – Relationship (conceptual)	**25**	**15**
Unit 3: Information system applications: 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.	**25**	**15**
Unit 4: Managing Projects 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.	**25**	**15**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: Recall the core concepts of Management Information Systems (MIS), database management, and emerging business trends.	**Remember**
CO2: Explain how MIS and database systems support effective decision-making and improve business operations.	**Understand**
CO3: Apply information systems in project management, including the use of agile methodologies and risk control strategies.	**Apply**
CO4: Analyze the impact of technological advancements such as e-commerce, BPO, and KPO on modern business practices and management strategies.	**Analyze**
CO5: Evaluate the efficiency and effectiveness of technology-aided organizations.	**Evaluate**

Learning Resources	
61.	**Textbook:** (Latest Editions): • Laudon, K. C., & Laudon, J. P.. Management information systems: managing the digital firm. Fifteenth Edition. Pearson. • Coronel, C., & Morris, S.. Database systems: design, implementation, & management. Cengage Learning. • Olson, D. . Information systems project management (First;1; ed.). US: Business Expert Press. • Schiel, J. The ScrumMaster Study Guide. Auerbach Publications. • The Scrum Master Guidebook: A Reference for Obtaining Mastery" , CHANDAN LAL PATARY • Scrum: The Art of Doing Twice the Work in Half the Time", Jeff Sutherland, J.J. Sutherland • Stair, R., & Reynolds, G. Fundamentals of information systems. Cengage Learning.
62.	**Reference Books:** • Management Information Systems: Managing the Digital Firm by Kenneth C. Laudon & Jane P. Laudon • Database Management Systems by Raghu Ramakrishnan and Johannes Gehrke • Information Systems for Managers: Texts and Cases by G. Shainesh, V. G. Narayan • Modern Project Management: Providing the Skills to Lead Projects to Success by

Class Participation		10 marks
Quiz		5 marks
Case Study/ Research Paper		15 marks
Presentation on Current Trends		10 marks

	James P. Lewis • E-Commerce 2020: Business, Technology, Society by Kenneth C. Laudon & Carol Guercio Traver
63.	**Journals & Periodicals:** • Information Systems Research: https://pubsonline.informs.org/journal/isre • Journal of Management Information Systems: https://www.jmis-web.org/ • MIS Quarterly https://misq.aisnet.org/ • Journal of Database Management:https://www.igi-global.com/journal/journal- database-management/1134 • International Journal of
64.	**Other Electronic Resources:** • Google Scholar: https://scholar.google.com/ • ScienceDirect: https://www.sciencedirect.com/ • IEEE Xplore Digital Library: https://ieeexplore.ieee.org/ • JSTOR: https://www.jstor.org/ • ResearchGate: https://www.researchgate.net/

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation **40 marks**	

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	2
CO2	2	2	2	2
CO3	3	2	3	3
CO4	3	2	3	3
CO5	3	2	3	3
Avg.	2.6	1.8	2.6	2.6

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5
CO1	3	1	1	3	1
CO2	3	1	1	3	2
CO3	2	2	1	3	3
CO4	2	3	1	3	2
CO5	2	3	1	1	3
Avg.	2.4	2.0	1.0	2.6	2.2

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High)

COURSE CODE BBA305	COURSE NAME Indian Systems of Health and Wellness	SEMESTER III

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
15	0	15	30	1	0	1	2

Course Pre-requisites	Basic understanding of health, wellness, and cultural studies. Familiarity with the concepts of traditional medicine and holistic health approaches
Course Category	Compulsory
Course focus	Skills and Employability and Entrepreneurship
Rationale	• To understand the importance of a healthy lifestyle. • To familiarize students with physical and mental health. • To create an awareness of various lifestyle-related diseases. • To provide an understanding of stress management.
Course Revision/ Approval Date:	13th BOS held as on 14th May 2026
Course Objectives (As per Blooms' Taxonomy)	• Explain the historical foundations, principles, and significance of Indian systems of health and wellness including Ayurveda, Yoga, Unani, Siddha, and AYUSH. • Describe the relationship between mind, body, and well-being and its implications for health and wellness. • Apply principles of healthy lifestyle, nutrition, wellness, and preventive healthcare practices for maintaining overall health. • Analyze the role of Indian systems of health and wellness in promoting holistic well-being in modern society. • Evaluate the effectiveness of wellness practices in addressing lifestyle diseases, mental health issues, and contemporary health challenges.

Course Content	Weightage	Contact hours
Unit 1: Introduction to Health & Wellness ● Definition of Health ● Importance of health in everyday life ● Components of health – physical, social, mental, spiritual and its relevance ● Concept of wellness ● Mental health and wellness ● Determinants of health behaviour	**25%**	**7**
Unit 2: Mind Body and Well-Being ● Mind-body connection in health – concept and relation ● Implications of mind-body connection ● Wellbeing – why it matters? ● Digital wellbeing	**25%**	**8**
Unit 3: Deficiency & Diseases ● Malnutrition, undernutrition and overnutrition ● Body system and common diseases ● Sedentary lifestyle and risk of disease ● Modern lifestyle and associated health risks	**25%**	**7**
Unit 4: Indian system of well being ● Health beliefs of India ● Health systems in India – AYUSH. ● Perspective of Indigenous people towards health ● Happiness and well-being in India	**25%**	**8**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	Blooms' Taxonomy Domain
After successful completion of the above course, students will be able to:	
CO1: Explain the historical foundations and principles of Indian systems of health and wellness including Ayurveda, Yoga, Unani, Siddha, and AYUSH.	**Understand**
CO2: Describe the relationship between mind, body, and well-being in maintaining overall health.	**Understand**
CO3: Apply healthy lifestyle, nutrition, and wellness practices for prevention of diseases and improvement of health.	**Apply**
CO4: Analyze the contribution of Indian systems of health and wellness in promoting holistic well-being in modern society.	**Analyze**
CO5: Evaluate the effectiveness of wellness practices in addressing lifestyle disorders, mental health concerns, and modern health challenges.	**Evaluate**

Learning Resources	
65.	**Textbook:** (Latest Editions): Indian Systems of Health and Wellness by Dr. Chandan Raj SM, Rashmin MG Prakash Publication
66.	**Reference Books:** ● Carr, A. Positive Psychology: The science of happiness and human strength. UK: Routledge ● C. Nyambichu & Jeff Lumiri, Lifestyle Disease: Lifestyle Disease management
67.	**Journals & Periodicals:** ● Indian Journal of Health and Wellbeing (IJHW) ● Journal of Ayurveda and Holistic Medicine (JAHM) ● Journal of Indian System of Medicine
68.	**Other Electronic Resources:** ● Traditional Knowledge Digital Library (TKDL): ● AYUSH Digital Initiatives ● eBooks - NML-ERMED Consortium

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation: 10 marks Quiz: 5 marks Case Study/ Research Paper: 15 marks Presentation on Current Trends: 10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	2
CO2	2	2	2	2
CO3	3	2	3	3
CO4	3	2	3	3
CO5	3	2	3	3
Avg.	2.6	1.8	2.6	2.6

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5
CO1	3	1	2	1	1
CO2	1	3	2	1	1
CO3	1	1	3	1	1
CO4	1	1	2	3	2
CO5	1	1	2	1	3
Avg.	1.4	1.4	2.2	1.4	1.6

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High)

COURSE CODE AECC311	COURSE NAME Entrepreneurship Development and Innovation	SEMESTER III

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
30	0	0	30	2	0	0	2

Course Pre-requisites	Domain Knowledge of business and new startup
Course Category	Ability Enhancement Course
Course focus	Entrepreneurship and Development
Rationale	• Orientation to the IGNITE Entrepreneurship Program • Understanding the Venture Journey and learning approach • Introduction to innovation, entrepreneurship, and program expectations
Course Revision/ **Approval Date:**	As per Guittar Council and Wadhwani Foundation
Course Objectives **(As per Blooms' Taxonomy)**	• To develop entrepreneurial skills for identifying, evaluating, refining, and pitching innovative business ideas and product/service offerings. • To familiarize students with the managerial, legal, financial, and operational challenges involved in establishing new ventures. • To enable students to understand and apply the process of setting up a business through feasibility analysis, project planning, and business plan preparation.

Course Content	Weightage	Contact hours

Module 1: Problem Identification
 	
• **L1:** Develop Macro Industry–Problem Perspective
  o Industry analysis, domains, trends, and opportunity identification
• **L2:** Assemble Real-World Problems
  o Identifying real-life problems using market and user insights
• **L3:** Examine Chosen Problems
  o Filtering problems based on relevance, impact, and feasibility
• **L4:** Analyze Problems
  o Root cause analysis (5-Why), impact assessment, and problem validation		

Module 2: Customer Identification & Needs Validation
 	
• **L1:** Identify Customer Segments
  o Market segmentation (demographic, psychographic, behavioral, geographic)
• **L2:** Assess Jobs-To-Be-Done (JTBD)
  o Understanding customer needs and motivations
• **L3:** Develop Customer Persona
  o Creating detailed customer profiles
• **L4:** Understand Customer Validation
  o Surveys, interviews, and validation techniques
• **L5:** Validate Customer–Problem Fit
  o Matching problem with real customer need
• **L6:** Pivot/Refine Customer–Problem Fit
  o Iterative improvement based on feedback		

Course Content	Weightage	Contact hours

Module 3: Solution Idea Generation
 	
• **L1:** Examine Ideation Techniques
  o Brainstorming, design thinking, creativity tools
• **L2:** Generate Solution Ideas
  o Developing innovative and feasible solutions
 	
Module 4: Opportunity and Competition Mapping
 	
• **L1:** Identify Global Competitors
  o Competitive landscape analysis
• **L2:** Review Industry Trends & Estimate Market Size (TAM, SAM, SOM)
• **L3:** Introduction to Financial Planning
  o Basic financial concepts for startups
 	
Module 5: Prototype Development & MVP
 	
• **L1:** Overview of Prototypes & MVP
• **L2:** Build Initial Prototype (PoC)
• **L3:** Prototype for Early Validation
  o Testing and iteration with users		

Course Content	Weightage	Contact hours

Module 6: Opportunity (Feasibility) Assessment
 	
• **L1:** Map Relative Market Position
• **L2:** Estimate Opportunity Size
  o Feasibility analysis and validation
 	
Module 7: Business Modelling
 	
• **L1:** Examine Revenue Models
• **L2:** Revenue Models (continued)
• **L3:** Review and Organize Lean Canvas
• **L4:** Develop Lean Canvas for Startup
 	
Module 8: Marketing and Sales Strategy
 	
• **L1:** Understand Marketing & Sales Fundamentals
• **L2:** Recommend Go-To-Market (GTM) Strategy
• **L3:** Map Sales Process
 	
Module 9: Financial Management for Profitability
 	
• **L1:** Deep Dive into Financial Planning
• **L2:** Analyze Path to Profitability
• **L3:** Bootstrapping and Funding Options
  o Venture capital, angel funding, government schemes		

Course Content	Weightage	Contact hours

Module 10: Team and Talent Requirements
 	
• **L1:** Finding Co-founders and Mentors
• **L2:** Building an Initial Team
  o Roles, responsibilities, and team dynamics
 	
Module 11: Venture Idea and Pitch Readiness
 	
• **L1:** Scaling Opportunity & Growth Orientation
• **L2:** Persuasive Storytelling for Venture Pitch
  o Pitch structure and communication skills
 	
Module 12: Final Milestone – Venture Idea Feasibility Presentation
 	
• Final Venture Pitch Presentation
• Demonstration of problem-solution fit, business model, and feasibility
• Feedback and evaluation		

Instructional Method and Pedagogy: (Max. 100 words)
Note: **1.** All students and faculty have access to the Wadhwani Foundation portal. **2.** The lesson plan, PowerPoint presentations, and concept notes are available on the portal. **3.** Students will form teams of three and select one idea (venture). As the modules progress, they will document their idea details in the Venture Journey section. **4.** By the end of the program, a PowerPoint presentation of their venture (idea) will be ready for presentation. They may download the PPT and update it, if required.

Course Outcomes:	Blooms' Taxonomy Domain
After successful completion of the above course, students will be able to:	
CO1: Explain the concepts, characteristics, and importance of entrepreneurship along with entrepreneurial motivation and creativity.	**Understand**
CO2: Identify the legal, ethical, environmental, and operational challenges involved in starting new ventures.	**Remember**
CO3: Apply feasibility analysis techniques to evaluate market, technical, operational, legal, and financial viability of business ideas.	**Apply**
CO4: Analyze cost structures, budgeting, profitability, financing schemes, venture capital, and angel investment opportunities for entrepreneurial ventures.	**Analyze**
CO5: Prepare and present a detailed project report and business plan for a selected entrepreneurial venture.	**Apply**

Learning Resources	
69.	**Textbook:** Entrepreneurship, Hisrich, RobertD ., Michael Peters and Dean Shepherded, Tata McGraw Hill, ND
70.	**Reference Books:** 1. Entrepreneurship, BraceR. And R., Duane Ireland, Pearson Prentice Hall, New Jersy (USA).3. 2. Entrepreneurship, Lall, Madhurima, and Shikha Sahai, ExcelBook, New Delhi.4. 3. Entrepreneurship Development and Small Business Enterprises, Charantimath, Poornima, Pearson Education, New Delhi.
71.	**Journals & Periodicals:**
72.	**Other Electronic Resources:** 1. http://www.nptel.ac.in 2. http://www.ocw.mit.edu

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation **40 marks**	Platform Quizzes — 10 marks Venture Idea Presentation (Viva) — 25 marks Attendance — 5 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	2
CO2	2	2	2	2
CO3	3	2	3	3
CO4	3	2	3	3
CO5	3	2	3	3
Avg.	2.6	1.8	2.6	2.6

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	1	3
CO2	2	1	3	1	3
CO3	3	1	2	1	3
CO4	2	3	1	1	3
CO5	2	3	1	3	3
Avg.	2.4	2.0	1.6	1.4	3.0

1: Slight (low); 2: Moderate (Medium); 3: Subst

COURSE CODE	COURSE NAME	SEMESTER
VACC302	**Communicative English & Employability Skills (Intermediate Communication & Presentation Skills)**	3

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
30	0	0	30	2	0	0	2

Course Pre-requisites	
Course Category	Skill Enhancement / Employability Development
Course focus	Public Speaking, Group Discussions, Writing Basics
Rationale	To develop oral communication and presentation skills essential for professional and group settings.
Course Revision/ Approval Date:	13th BOS held on 14th May 2026
Course Objectives (As per Blooms' Taxonomy)	□ Explain the dynamics of group discussions and debates by applying polite disagreement, suggestions, turn-taking, and collaborative communication skills. □ Prepare structured presentations and basic business communication documents such as emails, reports, short messages, and proposals. □ Assess presentation effectiveness based on content organization, body language, posture, tone, and audience engagement techniques. □ Analyze the appropriate use of vocabulary, tone, and verbal communication skills in academic, professional, and employability contexts.

Course Content	Weightage	Contact hours
UNIT 1: Communicative English practice exercises on nouns, verbs, adjectives, adverbs; Public Speaking & Body Language, Presentation techniques, posture, tone and eye contact, Language for Presentations.	**20%**	**10**
UNIT 2: Vocabulary for Group Discussions and Meetings, Polite disagreement, suggestions, turn-taking. Reading at Intermediate level. Group discussions and debates	**20%**	**10**
UNIT 3: Basic business Communication Writings, Format, Email, Report, Short Messages and Proposal writings. Employability skills including Resilience, handling criticism, problem-solving skills	**20%**	**10**

Learning Resources	
1	**Textbook:** *Presentation Skills for Students* by Joan van Emden & Lucinda Becker
2	**Reference Books:** Public *Speaking for Success* by Dale Carnegie Developing *Communication Skills* by Krishna Mohan & Meera Banerji English *for Presentations* by Marion Grussendorf (Oxford Business English)
3	**Journals & Periodicals:** Journal of Business Communication Harvard Business Review (Communication section)
4	**Other Electronic Resources:** Grammarly, Duolingo, LinkedIn Learning, TEDx videos

Evaluation Scheme	**Total Marks: 100**
End Semester Marks	40 marks
Continuous Evaluation 60 marks	Class Participation: 20 marks Quiz: 5 marks Skill Enhancement activities/ Case Study/ Report Writing: 25 marks Presentation: 10 marks
Course Outcomes	CO1: Students will be able to deliver effective presentations and public speeches using appropriate body language, posture, tone, and eye contact. CO2: Students will be able to participate effectively in group discussions and debates using appropriate vocabulary, polite disagreement, and turn-taking skills. CO3: Students will be able to draft basic business communication documents including emails, reports, proposals, and short professional messages. CO4: Students will be able to evaluate communication effectiveness based on vocabulary usage, tone, presentation delivery, and audience engagement. CO5: Students will be able to demonstrate improved verbal fluency and professional communication skills in academic and workplace settings.

Mapping of PSOs & Cos

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	1	1
CO2	2	2	1	1	1
CO3	1	1	1	1	1
CO4	2	2	2	2	2
CO5	2	1	1	1	1
Avg.	2.0	1.6	1.2	1.2	1.2

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

Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5
CO1	1	1	1	3	1
CO2	1	3	1	3	1
CO3	3	2	1	3	1
CO4	1	1	1	3	3
CO5	1	3	1	3	1
Avg.	1.4	2.0	1.0	3.0	1.4

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High)

SEM IV SYLLABUS

COURSE CODE	COURSE NAME	SEMESTER
BBA401	Operations Management	IV

Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45	0	15	60	3	0	1	4

Course Pre-requisites	Domain knowledge in materials management and the supply of goods is recommended to build a foundational understanding of operations-related processes and decisions.
Course Category	Compulsory
Course focus	Employability
Rationale	Operations Management plays a critical role in streamlining business activities, eliminating waste, and enhancing customer value. With the increasing complexity of global markets and supply chains, it is imperative for MBA students to gain a comprehensive understanding of operations and supply chain principles. This course enables students to evaluate, analyze, and optimize operational processes, thereby preparing them for strategic roles in manufacturing, services, logistics, and supply chain management.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	• Explain the fundamental concepts, terminology, functions, and processes involved in operations management. • Examine the significance of operations management in aligning business strategy with operational efficiency and organizational performance. • Apply tools such as flowcharts and process maps to analyze, design, and improve operational processes. • Analyze process selection, facility layout decisions, and capacity planning techniques to identify operational bottlenecks and improvement opportunities. • Evaluate the effectiveness of quality management practices including TQM, Six Sigma, and Lean Manufacturing in improving operational performance and achieving organizational goals. • Assess the impact of emerging trends such as sustainable operations, AI, IoT, and global operations on modern operations management practices.

Course Content	Weightage	Contact hours
Unit 1: Introduction to Operations Management Operations management is the backbone of any organization, involving the planning, organizing, and supervision of processes. This unit covers the significance of operations management in achieving organizational success by enhancing efficiency, ensuring quality, and delivering customer satisfaction. Students will explore different production systems, the alignment of operations with business strategies, and the key functions of operations management, including planning, organizing, staffing, leading, and controlling.	**25%**	**15**
Unit 2: Process Design and Analysis This unit delves into the strategic decisions involved in selecting and designing processes and layouts. Students will learn to analyze processes using tools like flowcharts and process maps and explore various techniques for continuous improvement. The unit also covers capacity planning, providing strategies to balance capacity and demand effectively. Emphasis is placed on understanding process choices, layout decisions, and the importance of space utilization, flexibility, cost, safety, and comfort.	**25%**	**15**
Unit 3: Quality Management Quality management is crucial for delivering products and services that meet customer expectations and adhere to industry standards. This unit explores essential quality concepts, the principles of Total Quality Management (TQM), and the implementation of Six Sigma and Lean Manufacturing. Students will learn various tools and techniques to enhance quality, reduce defects, and improve operational efficiency, leading to higher customer satisfaction and competitive advantage.	**25%**	**15**

Course Content	Weightage	Contact hours
Unit 4: Emerging Trends in Operations Management The field of operations management is continuously evolving with new trends and technologies. This unit focuses on sustainable operations, the impact of technology, and the complexities of global operations. Students will understand the importance of integrating sustainable practices, leveraging advanced technologies like AI and IoT, and managing operations in a global context. These insights will prepare students to adapt to the dynamic business environment and drive operational excellence.	**25%**	**15**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: Explain the fundamental concepts, roles, functions, and significance of operations management in organizations.	**Understand**
CO2: Explain and interpret various production systems, process strategies, and operational planning approaches used in business organizations.	**Understand**
CO3: Apply process design, layout planning, capacity management, and quality management tools to solve operational problems effectively.	**Apply**
CO4: Analyze workflows and evaluate operational efficiency to recommend improvements across functional areas of an organization.	**Analyze**
CO5: Assess the impact of sustainability, AI, IoT, and global operations trends on operational strategy and business decision-making.	**Evaluate**

Learning Resources	
•	**Textbook:** • Operations Management by William J. Stevenson • Operations Management: Processes and Supply Chains by Lee J. Krajewski, Manoj K. Malhotra, and Larry P. Ritzman • The Goal: A Process of Ongoing Improvement by Eliyahu M. Goldratt and Jeff Cox • Introduction to Operations and Supply Chain Management by Cecil C. Bozarth and Robert B. Handfield
•	**Reference Books:** • Operations Management by Norman Gaither and Gregory Frazier • Production and Operations Management by S. N. Chary • Operations Management: Theory and Practice by B. Mahadevan • Operations and Supply Chain Management by F. Robert Jacobs and Richard B. Chase • Service Management: Operations, Strategy, Information Technology by James A. Fitzsimmons and Mona J. Fitzsimmons
•	**Journals & Periodicals:** • I*nternational Journal of Operations & Production Management* • *Journal of Operations Management* • *Production and Inventory Management Journal* • *Harvard Business Review – Operations Section* • *Journal of Supply Chain Management*
•	**Other Electronic Resources:** • YouTube Channels: MIT Sloan Management, Harvard i-lab • Websites: https://www.supplychaindigital.com https://www.apics.org

Evaluation Scheme	Total Marks: 100
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation: 10 marks Quiz: 5 marks Case Study/ Research Paper: 15 marks Presentation on Current Trends: 10 marks

Mapping of PSOs & Cos

	PSO1	PSO2	PSO3	PSO4
CO1	3	2	2	1
CO2	2	3	2	2
CO3	2	2	3	2
CO4	2	2	2	3
CO5	2	2	2	2
Avg	**2.2**	**2.2**	**2.2**	**2**

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5
CO1	3	1	1	1	1
CO2	3	1	1	1	3
CO3	3	1	1	1	3
CO4	2	1	1	1	3
CO5	2	1	3	3	3
Avg.	**2.6**	**1.0**	**1.4**	**1.4**	**2.6**

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High)

COURSE CODE	COURSE NAME	SEMESTER
BBA402	Financial Management	IV

Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45	0	15	60	3	0	1	4

Course Pre-requisites	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	Compulsory
Course focus	Skills and Employability and Entrepreneurship
Rationale	• Financial Management is a core area of business that determines the sustainability and profitability of organizations. This course is offered with the intent to equip students with a foundational understanding of finance theory and its practical applications to develop relevant financial strategies for profit-seeking firms. The subject is centered around three critical decision-making domains in finance. • Investment Decisions (short-term and long-term), Financing Decisions, and Dividend Policy. • By integrating theoretical insights with analytical tools and practical problems, the course aims to develop strong decision-making and financial strategy formulation skills essential for future finance professionals.
Course Revision/ Approval Date:	

Course Objectives **(As per Blooms' Taxonomy)**	• Understand fundamentals of financial management, ethical finance and sources of finance including startup funding. • Analyze capitalization and capital structure decisions using theories and practical tools. • Apply cost of capital, leverage and working capital management techniques in financial decisions. • Evaluate capital budgeting techniques and dividend policy decisions considering legal framework.

Course Content	Weightage	Contact hours
Unit 1: Introduction to Financial Management 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.	**25%**	**15**
Unit 2: Capital Structure & Capitalization 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	**25%**	**15**

Course Content	Weightage	Contact hours
Unit 3: Cost of Capital, Leverages and Managing Working Capital 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 – 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.	**25%**	**15**
Unit 4: Capital Budgeting and Dividend policy 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.	**25%**	**15**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: Explain objectives, ethics and sources of finance in financial management.	**Understand**
CO2: Apply capital structure theories and EBIT–EPS analysis.	**Apply**
CO3: Apply cost of capital, leverage and working capital techniques.	**Apply**
CO4: Evaluate capital budgeting decisions and dividend policies.	**Evaluate**
CO5: Evaluate investment proposals using capital budgeting techniques and assess financing options through capital structure and cost of capital analysis to recommend optimal financial strategies.	**Evaluate**

Learning Resources	
•	**Textbook:** 1. Khan, M, Y, & Jain, P, K . Financial Management. Tata Mc Graw Hill. 2. Chandra, P. Financial Management. New Delhi, India. Tata McGraw Hill Book Co. 3. Pandey,I.M. Financial Management. New Delhi, India. Vikas Publishing House. 4. Kumar, A. Financial Management, Khanna Publishing House. 5. Gupta, S, K., Sharma, R.K. & Gupta, N . Financial Management. Kalyani Publishers. 6. Khan, M, Y, & Jain, P, K . Financial Management. Tata Mc Graw Hill. 7. Brigham and Houston. Fundamentals of Financial Management, Cengage Learning.
•	**Reference Books:** • Financial Management: Theory and Practice by Prasanna Chandra • Fundamentals of Financial Management by Eugene F. Brigham & Joel F. Houston • Financial Management by I.M. Pandey • Essentials of Financial Management by M.Y. Khan and P.K. Jain • Principles of Corporate Finance by Richard Brealey and Stewart Myers
•	**Journals & Periodicals:** • Journal of Finance • Harvard Business Review (Finance Section) • The Economist (Finance & Business) • Indian Journal of Finance • Journal of Financial Economics
•	**Other Electronic Resources:** • Investopedia: Financial Analysis and Planning Tools • NSE India: Financial literacy resources

Evaluation Scheme	Total Marks: 100
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation: 10 marks Quiz: 5 marks Case Study/ Research Paper: 15 marks Presentation on Current Trends: 10 marks

Mapping of PSOs & Cos

	PSO1	PSO2	PSO3	PSO4
CO1	3	2	2	1
CO2	2	3	2	2
CO3	2	2	3	2
CO4	2	2	2	3
CO5	2	2	2	2
Avg	**2.2**	**2.2**	**2.2**	**2**

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5
CO1	3	1	2	1	1
CO2	2	3	1	1	2
CO3	2	3	3	1	1
CO4	2	3	1	1	3
CO5	2	3	1	1	3
Avg.	**2.2**	**2.6**	**1.6**	**1.0**	**2.0**

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High)

COURSE CODE	COURSE NAME	SEMESTER
BBA403	**Business Research Methodology**	**IV**

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
45	0	15	60	3	0	1	4

Course Pre-requisites	Familiarity with principles of management and decision-making processes in organizations. Introductory knowledge of mathematics and statistics, especially descriptive statistics and basic inferential tools (mean, median, standard deviation, correlation, etc.).
Course Category	Compulsory
Course focus	Research Design, Data Analysis, Academic & Industry-Based Inquiry, Employability
Rationale	Business Research Methodology provides an in-depth understanding of the fundamental concepts and applications of research methods in business. The course emphasizes various aspects of research design, data collection (qualitative and quantitative), statistical techniques, and report writing. Students will gain the skills required to frame meaningful research problems, select appropriate methodologies, analyze data effectively, and communicate findings for academic, managerial, or policy-based decisions.
Course Revision/ Approval Date:	13th BOS held on 14th May 2026

Course Objectives (As per Blooms' Taxonomy)	• Understand the fundamental concepts, scope, significance, and types of business research along with the stages involved in the research process. • Identify and formulate research problems, research objectives, hypotheses, and suitable research designs for business studies. • Analyze measurement techniques, sampling methods, and data collection tools such as questionnaires, interviews, and observations used in business research. • Evaluate the ethical issues, reliability, validity, and accuracy involved in conducting and interpreting research studies. • Prepare and present structured research reports using statistical analysis, hypothesis testing, data interpretation, and visualization techniques.

Course Content	Weightage	Contact hours
Unit 1: Introduction to Research 1.1 Introduction to Research- 1.2 Objectives of Research, 1.3 Types of Research, 1.4 Significance of Research, 1.5 Research Process, 1.6 Criteria of Good Research, 1.7 Challenges before Researchers in India. 1.8 Meaning of Research Methodology. 1.9 Concept of Research Problem, 1.10 Techniques to Define Research Problem	**25%**	**15**
Unit 2: Formulating of Research Design: 2.1 Meaning & concept of Research Design, 2.2 Need for Research Design, 2.3 Features of a Good Design, 2.4 Types of Research Design 2.5 Framing of objectives 2.5. Framing of Hypotheses 2.5 Concept of Research Sampling, 2.6 Pilot survey – key concept 2.6 Steps in Sampling Design, 2.7 Types of Sampling, 2.8 Determination of Sampling Size	**25%**	**15**

Course Content	Weightage	Contact hours
Unit 3: Methods of Data Collection and Processing and Analysis of Data: 3.1 Collection of Primary Data- 3.2 Meaning and definition of Primary Data, 3.3 Advantages and Limitations of Primary Data, 3.4 Methods of Collecting Primary Data: 3.4.1 Observation Method, 3.4.2 Interview Method, 3.4.3 Questionnaire Method, 3.4.4 Scheduling/ Schedule Method 3.4.5 Other Methods 3.5 Collection of Secondary Data- 3.5.1 Meaning and definition of Secondary Data, 3.5.2 Advantages and Limitations of Secondary Data, 3.5.3 Sources of collecting Secondary Data 3.6 Data Processing – 3.6.1 Editing, 3.6.2 Codification, 3.6.3 Classification, 3.6.4 Tabulation, 3.6.5 Scaling & Measurement 3.7 Data Analysis- 3.7.1 Meaning of Data Analysis, 3.7.2 Need of Data Analysis, 3.7.3 Methods of Data Analysis	**25%**	**15**

Course Content	Weightage	Contact hours
Unit 4: Interpretation and Report Writing 4.1 Interpretation- 4.1.1 Meaning of Interpretation, 4.1.2 Need of Interpretation, 4.1.3 Techniques of Interpretation, 4.1.4 Precaution in Interpretation 4.2 Report Writing – 4.2.1 Significance of Report Writing, 4.2.2 Steps in Writing Report, 4.2.3 The layout of the Research Report 4.3 Research Paper Writing– 4.3.1 Meaning of Research Paper, 4.3.2 Structure of Research paper, 4.3.3 Referencing Styles 4.3.4 Ethics in Report Writing and Research Paper Writing	**25%**	**15**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: Explain the fundamental concepts, terminology, nature, and types of business research.	**Understand**
CO2: Describe different research designs and evaluate their suitability for business research problems.	**Understand**
CO3: Apply suitable sampling techniques, data collection methods, and statistical tools for analyzing business data.	**Apply**
CO4: Analyze research problems and develop appropriate research methodologies and hypothesis-testing approaches.	**Analyze**
CO5: Evaluate research findings and prepare structured research reports with clarity, accuracy, and ethical consideration.	**Evaluate**

Learning Resources	
•	**Textbook:** 1. Malhotra, N. K., Nunan, D., & Birks, D. F. , Marketing research. Pearson UK. 2. Research Methodology by Ranjit Kumar. 3. Research Methods for Business by Uma Sekaran. 4. Methodology of Research by C.R. Kothari.
	Reference Books: • Business Research Methods by Donald R. Cooper and Pamela S. Schindler • Research Methodology: Methods and Techniques by C.R. Kothari & Gaurav Garg • Business Research by Uma Sekaran and Roger Bougie • Research Methods for Business Students by Mark Saunders, Philip Lewis, and Adrian Thornhill • Quantitative Techniques for Managerial Decisions by U.K. Srivastava and G.V. Shenoy
•	**Journals & Periodicals:** • Journal of Business Research • Academy of Management Journal • Management Research Review • International Journal of Research in Marketing • Harvard Business Review – Research Insights Section
•	**Other Electronic Resources:** • SAGE Research Methods (Online Database) • Khan Academy: Statistics and Probability Modules

Evaluation Scheme	**Total Marks: 100**	
Mid Semester Marks	20 marks	
End Semester Marks	40 marks	
Continuous Evaluation 40 marks	Class Participation	10 marks
	Quiz	5 marks
	Case Study/ Research Paper	15 marks
	Presentation on Current Trends	10 marks

Mapping of PSOs & Cos

	PSO1	PSO2	PSO3	PSO4
CO1	3	2	2	1
CO2	2	3	2	2
CO3	2	2	3	2
CO4	2	2	2	3
CO5	2	2	2	2
Avg	**2.2**	**2.2**	**2.2**	**2**

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5
CO1	3	1	1	1	1
CO2	3	1	1	1	3
CO3	3	1	1	1	3
CO4	2	1	1	1	3
CO5	2	1	3	3	2
Avg.	**2.6**	**1.0**	**1.4**	**1.4**	**2.4**

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High)

COURSE CODE	COURSE NAME	SEMESTER
BBA404	International Business	IV

Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
30	0	0	30	2	0	0	2

Course Pre-requisites	A foundational understanding of principles of management and business functions such as marketing, finance, and operations. Basic knowledge of economics, especially macroeconomic concepts like trade, exchange rates, inflation, and balance of payments.
Course Category	Compulsory
Course focus	Skills and Employability and Enterpreneurship
Rationale	The International Business course aims to equip students with a comprehensive understanding of the global business environment. It focuses on the evolution and significance of international trade, the functioning of multinational enterprises, and the implications of various economic integration models. Students will explore the drivers of globalization, trade theories, international business strategies, and cross-border regulatory challenges. By analyzing real-world cases and emerging trends, learners will be better prepared to operate effectively in an increasingly interconnected world economy and contribute to global strategic decision-making.
Course Revision/ Approval Date:	13th BOS held on 14th May 2026

Course Objectives (As per Blooms' Taxonomy)	• To provide a comprehensive understanding of the theoretical foundations and frameworks (EPRG, CAGE) governing international trade and investment. • To analyse the mechanisms of Foreign Direct Investment (FDI) and the role of international institutions in global economic integration. • To evaluate the impact of sustainability, ESG, and ethical frameworks on modern global business strategies. • To equip students with the ability to identify and mitigate political, economic, and cultural risks in a VUCA global environment. • To explore digital transformation and contemporary shifts like re-shoring and near-shoring in the post-pandemic global trade landscape.

Course Content	Weightage	Contact hours
Unit 1: Introduction to International Business 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	**25%**	**7**
Unit 2: Introduction of Foreign Direct Investment: 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.	**25%**	**8**
Unit 3: Economic Integration 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 e commerce. Re-shoring and Nearshoring Trend, Impact of pandemic on International Business.	**25%**	**7**
Unit 4: Contemporary Issues in International Business Global Business Environment and Risk – Political, Economic and Cultural Risks in International Business – Basic Risk Management Approaches. Digitalization of International Business – Role of Digital Platforms, E-commerce and Cross-border Digital Trade. Recent Trends in International Business – Re-shoring and Near-shoring – Sustainability and Responsible Business Practices – Brief Overview of International Business Challenges in the Post-Pandemic World.The Geopolitics of Global Trade & Strategy	**25%**	**8**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	Blooms' Taxonomy Domain
After successful completion of the above course, students will be able to:	
CO1: Explain the stages of internationalization and apply trade theories to analyze the competitive advantage of nations.	**Understand**
CO2: Analyze FDI trends and entry strategies (Greenfield/Brownfield) while evaluating the costs and benefits for host and home countries.	**Analyze**
CO3: Integrate ethical considerations, ESG standards, and CSR frameworks into international business decision-making.	**Create**
CO4: Formulate risk management strategies to navigate political, cultural, and digital challenges in cross-border trade.	**Create**
CO5: Evaluate current trends and propose solutions to global business challenges.	**Evaluate**

Learning Resources	
•	**Textbook:** • International Business: Competing in the Global Marketplace" by Charles W. L. Hill. • International Business: Concept, Environment and Strategy, 3e by Vyuptakesh Sharan Pearson Education • International Business: The Challenges of Globalization by John J. Wild and Kenneth L. Wild. Model curriculum for UG Degree in BBA • Rakesh, M. J. International Business, New Delhi, Oxford University Press. • Aswathappa, A. . International Business, 2e. Tata McGraw-Hill Education

Learning Resources	
	Reference Books: • Cuervo-Cazurra, A. (2006). Who cares about corruption? Journal of international business studies, 37, 807-822. • Hofstede, G. (2006). What did GLOBE really measure? Researchers minds versus respondent's minds. Journal of international business studies, 37, 882-896. • Sharma, P., Leung, T. Y., Kingshott, R. P., Davcik, N. S., & Cardinali, S. (2020). • Managing uncertainty during a global pandemic: An international business perspective. Journal of business research, 116, 188-192. • Bahoo, S., Alon, I., & Paltrinieri, A. (2020). Corruption in international business: A review and research agenda. International Business Review, 29(4), 101660. • Shams, R., Vrontis, D., Belyaeva, Z., Ferraris, A., & Czinkota, M. R. (2021). • Strategic agility in international business: A conceptual framework for agile multinationals. Journal of International Management, 27(1), 100737. Krueger, A. O. (1990), Trends in Trade Policies of Developing Countries in C. S. Pearson and James Riedel (eds.), The Direction of Trade Policy (Cambridge, MA.: Basil Blackwell).
•	**Journals & Periodicals:** • Journal of International Business Studies • Harvard Business Review (Global Business section) • International Business Review • The Economist • Foreign Affairs (Trade and Economy section)
•	**Other Electronic Resources:** • SAGE Research Methods (Online Database) • Khan Academy: Statistics and Probability Modules

Evaluation Scheme	Total Marks: 100
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation: 10 marks Quiz: 5 marks Case Study/ Research Paper: 15 marks Presentation on Current Trends: 10 marks

Mapping of PSOs & Cos

	PSO1	PSO2	PSO3	PSO4
CO1	3	2	2	1
CO2	2	3	2	2
CO3	2	2	3	2
CO4	2	2	2	3
CO5	2	2	2	2
Avg	**2.2**	**2.2**	**2.2**	**2**

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5
CO1	3	1	1	3	2
CO2	3	1	1	2	3
CO3	2	1	3	2	3
CO4	2	3	1	3	2
CO5	2	1	1	2	3
Avg.	**2.4**	**1.4**	**1.4**	**2.4**	**2.6**

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High)

COURSE CODE	COURSE NAME	SEMESTER
BBA405	**Design Thinking and Innovation**	**IV**

Teaching Scheme (Hours)				Teaching Credit			
Lectures	**Tutorial**	**Practical**	**Total Hours**	**Lectures**	**Tutorial**	**Practical**	**Total Credit**
15	30	0	45	1	1	0	2

Course Prerequisites	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.
Course Category	Compulsory/ Elective
Course focus	Skills and Employability and Enterpreneurship
Rationale	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. 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 – • Introduce students to design-based thinking approach to solve problems. • Observe and assimilate unstructured information to well framed solvable problems. • Introduce students to templates of ideation. • Understand the importance of prototyping in the innovation journey. • Implementing innovation projects

Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	• To Explain the principles of design thinking and innovation to analyze customer-centric business problems. • To Apply empathy mapping, observation, and problem-definition tools to identify real-world managerial challenges. • To Generate innovative ideas using structured ideation techniques such as brainstorming, mind mapping, and systems thinking. • To Design and evaluate prototypes through iterative testing to validate feasible and viable business solutions • To Present and justify refined solutions by incorporating user feedback, creativity, and experiential learning outcomes.

Course Content	Weightage	Contact hours
Unit 1: Basics of Design Thinking 1. Understand the concept of innovation and its significance in business 2. Understanding creative thinking process and problem-solving approaches 3. Know the Design Thinking approach and its objective 4. 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. 5. Discussion of a few global success stories like AirBnB, Apple, IDEO, Netflix etc. 6. Explain the four stages of Design Thinking Process – Empathize, Define, Ideate, Prototype, Implement	**25%**	**8**

Course Content	Weightage	Contact hours
Unit 2: Learning to Empathize and Define the Problem 1. Know the importance of empathy in innovation process – how can students develop empathy using design tools 2. Observing and assimilating information 3. Individual differences & Uniqueness Group Discussion and Activities to encourage the understanding, acceptance and appreciation of individual differences. 4. What are wicked problems 5. Identifying wicked problems around us and the potential impact of their solutions	**25%**	**7**
Unit 3:Ideate, Prototype and Implement 1. Know the various templates of ideation like brainstorming, systems thinking 2. Concept of brainstorming – how to reach a consensus on wicked problems 3. Mapping customer experience for ideation 4. Know the methods of prototyping, the purpose of rapid prototyping. 5. Implementation	**25%**	**8**
Unit 4: Feedback, Re-Design & Re-Create 1. Feedback loop, focus on User Experience, address ergonomic challenges, user-focused design 2. Final concept testing, 3. Final Presentation – Solving Problems through innovative design concepts & creative solution.	**25%**	**7**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	Blooms' Taxonomy Domain
After successful completion of the above course, students will be able to:	
CO1: Explain the framework and stages of design thinking to analyze innovation-driven, customer-centric business problems	**Understand**
CO2: Apply empathy mapping, observation and problem-definition tools to identify and structure complex managerial problems.	**Apply**
CO3: Generate creative and feasible solutions using ideation techniques such as brainstorming and systems thinking.	**Create**
CO4: Design and test prototypes to develop user-oriented solutions addressing functional and ergonomic requirements.	**Create**
CO5: Evaluate and present refined design solutions by incorporating user feedback, usability principles and innovation outcomes.	**Evaluate**

Learning Resources	
1.	**Textbook:** (Latest Editions): 1. E Balaguruswamy , Developing Thinking Skills (The way to Success), Khanna Book Publishing Company 2. Tim Brown,"Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation", Harvard Business Review 3. 8 steps to Innovation by R T Krishnan & V Dabholkar, Collins Publishing
2.	**Reference Books:** The Design of Everyday Things – Don Norman Publisher: Basic Books
3.	**Journals & Periodicals:**Design Studies Publisher: Elsevier
4.	**Other Electronic Resources:**International Journal of Design Publisher: Taiwan Design Research Institute

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

Mapping of PSOs & Cos

	PSO1	PSO2	PSO3	PSO4
CO1	3	2	2	1
CO2	2	3	2	2
CO3	2	2	3	2
CO4	2	2	2	3
CO5	2	2	2	2
Avg	**2.2**	**2.2**	**2.2**	**2**

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5
CO1	3	1	1	1	2
CO2	2	1	1	1	3
CO3	2	1	1	1	3
CO4	3	1	1	1	2
CO5	2	1	1	3	2
Avg.	**2.4**	**1.0**	**1.0**	**1.4**	**2.4**

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High)

COURSE CODE AECC401	COURSE NAME Environmental Studies	SEMESTER IV

Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
30	0	0	30	2	0	0	2

Course Pre-requisites	• Basic understanding of environmental concepts from school-level science. • Awareness of current environmental issues such as pollution, climate change, and sustainability. • No advanced technical knowledge required (introductory level course).
Course Category	Ability Enhancement
Course focus	• Understanding the relationship between humans and the environment. • Study of natural resources, ecosystems, biodiversity, and environmental pollution. • Awareness of sustainability practices and environmental protection laws. • Developing responsible environmental behavior among students.
Rationale	nvironmental issues such as climate change, resource depletion, and pollution are major global concerns. This course is designed to: • Create environmental awareness among students. • Develop a sense of responsibility toward sustainable development. • Equip students with knowledge to address real-world environmental challenges. • Promote eco-friendly practices in personal and professional life. •
Course Revision/ Approval Date:	

Course Objectives (As per Blooms' Taxonomy)	• To analyze the scope, importance, and multidisciplinary nature of Environmental Studies and examine biogeochemical cycles to explain environmental interrelationships. • To analyze ecosystem structure, functions, energy flow, food chains, food webs, and biotic interactions across forest, grassland, desert, and aquatic ecosystems. • To evaluate the sustainability of renewable and non-renewable natural resource utilization, assess alternative energy options. • To assess the causes, impacts, and management strategies of environmental pollution and global environmental issues using real-world and national case studies. • To critically evaluate environmental legislations, international protocols, and environmental movements, and examine the role of Indian culture and religions in environmental conservation practices.

Course Content	Weightage	Contact hours
Unit 1: Introduction to environmental studies: Definition, scope, and importance of environmental studies. Multidisciplinary nature of environmental studies; Biogeochemical cycle: Carbon cycle and nitrogen cycle.	**20%**	**6**
Unit 2: Ecosystems: Definition and Structure of ecosystem: Abiotic and biotic components (producers, consumers and decomposers), Ecosystem function: Energy flow in an ecosystem; food chains and food webs. Case studies on Forest, Grassland, Desert and aquatic ecosystem. Biotic interaction (positive and negative interactions with examples)	**20%**	**6**
Unit 3: Natural Resources: Renewable and non-renewable resources, Use of alternative energy resources. Impact deforestation on biodiversity and tribal population	**20%**	**6**
Unit 4: Environmental pollution: Air, water, soil and noise. Nuclear hazard and human health risks. Solid waste management, Pollution case studies. Global warming, Climate change, Ozone layer depletion, acid rain, and photochemical smog. Case studies for e.g. CNG vehicles in Delhi	**20%**	**6**
Unit 5: Environmental laws: Environmental protection act, Air (prevention & control of pollution act), Water (preservation and control of pollution) act, Wildlife protection act, Forest conservation act, Montreal and Kyoto protocol, conservation of biodiversity; Environmental movements: Chipko, Silent valley, Bishnois of Rajasthan. Role of Indian and other religions and cultures in environmental conservation	**20**	**6**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	Blooms' Taxonomy Domain
After successful completion of the above course, students will be able to: **Blooms' Taxonomy word** should be highlighted	
CO1: Explain the definition, scope, importance, and multidisciplinary nature of Environmental Studies and describe major biogeochemical cycles such as the carbon and nitrogen cycles.	**Understand**
CO2: Describe the structure and functions of ecosystems, including energy flow, food chains, food webs, and biotic interactions, with reference to forest, grassland, desert, and aquatic ecosystems.	**Understand**
CO3: Analyze the use and conservation of renewable and non-renewable natural resources, including alternative energy sources, and assess the impact of deforestation on biodiversity and tribal communities.	**Analyze**
CO4: Examine various types of environmental pollution and global environmental issues, evaluate their impacts on human health and ecosystems, and interpret relevant pollution case studies.	**Analyze**
CO5: Interpret major environmental laws, international environmental protocols, and environmental movements, and assess the role of Indian religions, cultures, and communities in environmental conservation	**Understand**

Learning Resources	
1.	**Textbook:** 1.DD Mishra (2008) Fundamental Concepts in Environmental studies, S. Chand & Company Pvt. Ltd., India 2. PD Sharma (1997) Fundamentals of Ecology, Rastogi Publications 3. PD Sharma (2012) Ecology and Environment, Rastogi Publications 4. BK Sharma (2019) Environmental Chemistry, Krishna's Educational Publishers 5. E Bharucha (2005) Textbook of Environmental Studies, Universities Pres 6. R Rajagopalan (2016)Environmental Studies: From Crisis to Cure, Oxford University Press

Learning Resources	
2.	**Reference Books:** 1.EP Odum (2005) Fundamentals of Ecology, Cengage Learning India Private Limited 2. TN Sherratt & DM Wilkinson (2009) Big Questions in Ecology & Evolution, Oxford University Press 3. CJ Krebs (2013)Ecology: Experimental Analysis of Distribution & Abundance, Pearson Education, London 4. EJ Kormondy (1996) Concept of Ecology, Pearson Education, London 5. NS Sodhi, L Gibson, PH Raven (2013) Conservation Biology: Voices from the Tropics. John Wiley & Sons 6. RE Hester and RM Harrison (2018) Plastic and Environment, Royal Society of Chemistry, Thomas Graham House, Science Park, Milton Road, Cambridge, CB4 0WF, UK 7. Fernando Ramírez and Josefina Santana (2018) Environmental Education and Ecotourism, Springer Nature Switzerland AG 8. T Jindal (2018)Emerging Issues in Ecology and Environmental Science, Case studies from India, Springer Nature Switzerland 9. Charles W. Fox, Derek A. Roff, Daphne J. Fairbairn (2001) Evolutionary Ecology Concepts and Case studies, Oxford University Press
3.	**1.Environmental Pollutants and Bioavailability** **2. Clean Air Journal** **3. Emerging Contaminants** **4. Environment: Science and Policy for Sustainable Development** 5. Annual Review of Environment and Resources 6. Renewable Energy 7. Renewable & Sustainable Energy Reviews 8. Environmental Health 9. Environment International 10. International Journal of Environmental Research and Public Health 11. Journal of Natural Resources Policy Research 12. Journal of Nature Conservation 13. Biological Conservation 14. Nature Conservation 15. Conservation Biology 16. Natural Resources Research

Learning Resources	
4.	**Other Electronic Resources:** 1. Harvard Business Review Provides insights and best practices on various business topics, including entrepreneurship. https://hbr.org/ 2. Economic and Political Weekly (EPW) Covers a wide range of topics, including economic policies affecting entrepreneurship in India. https://www.epw.in/ **3.** Business Today (India) Focuses on the latest developments in the Indian business landscape. https://www.businesstoday.in/

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	

Mapping of PSOs & Cos

Class Participation	10 marks
Quiz	5 marks
Case Study/ Research Paper	15 marks
Presentation on Current Trends	10 marks

	PSO1	**PSO2**	**PSO3**	**PSO4**
CO1	3	2	2	1
CO2	2	3	2	2
CO3	2	2	3	2
CO4	2	2	2	3
CO5	2	2	2	2
Avg	**2.2**	**2.2**	**2.2**	**2**

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

Mapping of POs & COs

	PO1	**PO2**	**PO3**	**PO4**	**PO5**
CO1	3	1	2	1	1
CO2	3	1	1	1	3
CO3	3	1	1	3	3
CO4	1	3	2	2	2
CO5	3	2	3	2	3
Avg.	**2.6**	**1.6**	**1.8**	**1.8**	**2.4**

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High)

COURSE CODE	COURSE NAME	SEMESTER
VACC401	Public Health and Management	IV

Teaching Scheme (Hours)				Teaching Credit			
Lectures	Tutorial	Practical	Total Hours	Lectures	Tutorial	Practical	Total Credit
30	0	0	30	2	0	0	2

Course Prerequisites	Basic understanding of biology, healthcare systems, and management principles; proficiency in analytical thinking and problem-solving skills; strong communication abilities.
Course Category	Value Added Course
Course focus	Employability and Entrepreneurship
Rationale	1. Create a basic understanding of fundamentals of public health. 2. Know the health system of India along with public health planning and implications of policy making. 3. Provide an overall exposure to contemporary issues of Indian Public Health and know the recent policy initiatives to address those challenges.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	• Explain the fundamental concepts, principles, approaches, and terminologies related to public health and health management. • Examine the social, economic, environmental, and equity-related determinants influencing public health outcomes. • Apply public health tools, planning techniques, and methodologies to assess community health needs and support health planning processes. • Analyze the structure of health systems, public health policies, and major healthcare programmes in India to understand their role in health management. • Evaluate public health programmes and policies using monitoring and evaluation frameworks to recommend evidence-based improvements.

Course Content	Weightage	Contact hours
Unit 1: Public Health - Key concepts, approaches, frameworks & measures ● Concept of Public Health and its role in society ● Evolution of Public Health ● Global Health Framework - Understanding health and disease ● Health equity and social determinants of Health	**25%**	**8**
Unit 2: Health Systems in India ● History of public health in India ● Organization of health systems in India ● Health system in India: Key Issues ● 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.	**25%**	**7**
Unit 3: Concepts and practices of management & health planning ● Basic concepts of planning – macro to micro ● Tool for planning ● Health management in a district	**25%**	**8**
Unit 4: Monitoring & Evaluation ● Introduction to Monitoring & Evaluation ● Health system frameworks ● Application of health system frameworks	**25%**	**7**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	Blooms' Taxonomy Domain
After successful completion of the above course, students will be able to:	
CO1: Explain the fundamental concepts, history, frameworks, determinants, and equity dimensions of public health.	**Understand**
CO2: Describe the evolution, structure, and key issues of the public health system in India, including major national health schemes and programmes.	**Understand**
CO3: Apply health planning tools and management practices for developing public health plans at micro and district levels.	**Apply**
CO4: Analyze public health challenges using health system frameworks with reference to social determinants and health equity issues.	**Analyze**
CO5: Evaluate public health programmes using monitoring and evaluation frameworks to recommend evidence-based improvements.	**Evaluate**

Learning Resources	
1.	**Textbook:** (Latest Editions): • Goldsteen RL, Goldsteen K, Dwelle TL Introduction to Public Health: Promises and Practices, Springer Publishing Company
2.	**Reference Books:** Balarajan Y, Selvaraj S, Subramanian SV, "Health care and equity in India", The Lancet, Vol. 377(9764)
3.	**Journals & Periodicals:** • R N Batta (,"Public health management in India: Concerns and options",Journal of Public Administration and Policy Research, Vol. 7(3) • National Health Policy 2017, Ministry of Health and Family Welfare, Govt. of India • Sen A , "Health in Development", Bulletin of the World Health Organization, Vol. 77(8)
4.	**Other Electronic Resources:** • PubMed https://pubmed.ncbi.nlm.nih.gov • World Health Organization (WHO) Library https://www.who.int/library • JSTOR - Public Health Journals:https://www.jstor.org

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	

Class Participation	10 marks
Quiz	5 marks
Skill Enhancement Activities/ Case Study/ Research Paper	15 marks
Presentation	10 marks

Mapping of PSOs & Cos

	PSO1	**PSO2**	**PSO3**	**PSO4**
CO1	3	2	2	1
CO2	2	3	2	2
CO3	2	2	3	2
CO4	2	2	2	3
CO5	2	2	2	2
Avg	**2.2**	**2.2**	**2.2**	**2**

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

Mapping of POs & COs

	PO1	**PO2**	**PO3**	**PO4**	**PO5**
CO1	3	1	2	1	1
CO2	3	1	3	1	1
CO3	2	3	2	1	3
CO4	2	1	3	1	3
CO5	2	1	3	1	3
Avg.	**2.4**	**1.4**	**2.6**	**1.0**	**2.2**

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High)

COURSE CODE	COURSE NAME	SEMESTER
VACC402	**Communicative English & Employability Skills (Communication Strategies for the Modern Workplace)**	4

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
30	0	0	30	2	0	0	2

Course Pre-requisites	
Course Category	Skill Enhancement / Employability Development
Course focus	Workplace Collaboration, Leadership Communication, Digital Tools
Rationale	To provide students with collaborative communication skills and introduce technology-enhanced vocabulary learning for the workplace.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	Explain the concepts of teamwork, team dynamics, leadership communication, collaboration, and interpersonal skills in professional environments. Describe the use of digital tools, online platforms, and interactive resources for vocabulary enhancement and effective communication. Develop collaborative communication strategies using critical thinking, problem-solving, and leadership skills in team-based situations. Analyze group dynamics and apply conflict resolution techniques to address workplace and team-related challenges effectively. Evaluate workplace communication challenges by applying adaptability, creative problem-solving, and professional communication skills in diverse situations.

Course Content	Weightage	Contact hours
UNIT 1: Communicative English practice exercises on nouns, verbs, adjectives, adverbs; Critical Thinking & Problem Solving, Analysing scenarios, Creative solutions, Risk assessment, Case study, Vocabulary for the creative writing.	**20%**	**10**
UNIT 2: Teamwork & Team dynamics, Collaboration & Leadership Skills, Roles in teams, Synergy & trust-building, Interpersonal Skills, Reading at Intermediate level.	**20%**	**10**
UNIT 3: Evolving Vocabulary through Technology, using digital tools and apps for vocabulary learning, Engaging with online communities and resources for active learning. Employability Skills including Analytical skills, Adaptability & Flexibility; Conflict resolution	**20%**	**10**

Learning Resources	
1.	**Textbook:** *Business Communication Today* by Courtland L. Bovee & John V. Thill
2.	**Reference Books:** • The 7 Habits of Highly Effective People by Stephen R. Covey • The Essentials of Team working by Michael A. West • Digital Literacy for Dummies by Faithe Wempen
3.	**Journals & Periodicals:** Journal of Business Communication Harvard Business Review (Communication section)
4.	**Other Electronic Resources:** Grammarly, Duolingo, LinkedIn Learning, TEDx videos

Evaluation Scheme	**Total Marks: 100**
End Semester Marks	40 marks
Continuous Evaluation 60 marks	Class Participation: 20 marks Quiz: 5 marks Skill Enhancement activities/ Case Study/ Report Writing: 25 marks Presentation: 10 marks
Course Outcomes	CO1: Students will be able to apply critical thinking and problem-solving skills to analyze communication scenarios and propose effective solutions. CO2: Students will demonstrate teamwork, leadership, collaboration, and interpersonal skills in team-based professional activities. CO3: Students will effectively use digital tools, online platforms, and technological resources for vocabulary enhancement and professional communication. CO4: Students will apply conflict resolution, adaptability, and creative problem-solving techniques in workplace and team communication situations. CO5: Students will communicate confidently and professionally in diverse workplace and multicultural business environments.

Mapping of PSOs & Cos

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	1	1
CO2	2	2	1	1	1
CO3	1	1	1	1	1
CO4	2	2	2	2	2
CO5	2	1	1	1	1
Avg.	2.0	1.6	1.2	1.2	1.2

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

Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5
CO1	1	1	1	2	3
CO2	2	3	2	1	1
CO3	2	2	1	3	1
CO4	2	3	1	2	3
CO5	2	2	2	3	1
Avg.	1.8	2.2	1.4	2.2	1.8

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High)

GSFC

SEM V SYLLABUS

COURSE CODE BBA501	COURSE NAME Strategic Management	SEMESTER V

Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45	0	15	60	3	0	1	4

Course Pre-requisites	Understanding of core business functions such as marketing, finance, operations, and organizational behaviour is recommended.
Course Category	Compulsory
Course focus	Skills and Employability and Enterpreneurship
Rationale	The **Strategic Management** course is designed to enhance students' ability to function as general managers responsible for an organization's long-term strategic performance. It emphasizes the integration of various functional areas—including accounting, finance, human resources, marketing, operations, and information systems—into a cohesive and actionable strategy. Students will gain analytical tools to assess competitive environments, craft strategic alternatives, and understand the complexities of implementing strategy in a dynamic, global business environment. The course prepares students to think holistically, act decisively, and manage strategically across functional and cultural boundaries.
Course Objectives **(As per Blooms' Taxonomy)**	To introduce students to the key concepts of strategic management, including strategy, corporate governance, and social responsibility. To develop students' understanding of the strategic management process and the different levels of strategy within an organization. To equip students with the ability to use industry analysis tools such as SWOT, BCG Matrix, and value chain analysis for assessing organizational strategic capabilities. To enable students to examine internal and external business environments for understanding industry trends and supporting strategic formulation. To develop students' ability to assess the effectiveness of various corporate strategies such as diversification, growth strategies, and mergers and acquisitions.
Course Revision/ Approval Date:	13th BOS dated 14th May 2026

Course Content	Weightage	Contact hours
Unit 1: Introduction to Strategy 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	**25%**	**15**
Unit 2: Strategic Analysis The objective of the unit is 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.	**25%**	**15**
Unit 3: Strategy Formulation 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 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 & acquisitions	**25%**	**15**

Course Content	Weightage	Contact hours
Unit 4: Strategy Implementation and Control 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; Behavioural 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.	**25%**	**15**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: Students will be able to describe the core concepts, models, and terminologies of strategic management.	**Understand**
CO2: Students will be able to explain how internal and external business environments influence the formulation of organizational strategies.	**Understand**
CO3: Students will be able to apply strategic frameworks such as SWOT, PESTEL, Porter's Five Forces, and Value Chain analysis to evaluate business scenarios.	**Apply**
CO4: Students will be able to analyze industry structures, competitive forces, and organizational capabilities to identify suitable strategic alternatives.	**Analyze**
CO5: Students will be able to evaluate strategic options and recommend optimal strategies for implementation across different business contexts.	**Evaluate**

Learning Resources	
•	**Textbook:** • 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.
	Reference Books: • Arthur A Thompson, Margaret A Peteraf, John E Gamble, AJ Strickland III, Thomas Joseph (2021). Crafting and Executing Strategy: The Quest for Competitive Advantage: Concepts & Cases, 22nd Edition, McGraw Hill. • Krishna G. Palepu, Tarun Khanna. (2010). Winning in Emerging Markets: A Roadmap for Strategy and Execution, Harvard Business Press. • Porter, M.E., Competitive Advantage: Creating and Sustaining Superior Performance, Free Press, New York. • Pankaj Ghemawat, □Strategy and the Business Landscape□ Pearson Education • Porter, M. E. (1989). From competitive advantage to corporate strategy (pp. 234 255). Macmillan Education UK
•	**Journals & Periodicals:** • Strategic Management Journal • Harvard Business Review (Strategy Section) • California Management Review • MIT Sloan Management Review • Journal of Business Strategy
•	**Other Electronic Resources:** • SAGE Research Methods (Online Database) • Khan Academy: Statistics and Probability Modules

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation – 10 marks Quiz – 5 marks Case Study/ Research Paper – 15 marks Presentation on Current Trends – 10 marks

Mapping of PSOs & Cos

	PSO1	PSO2	PSO3	PSO4
CO1	3	2	2	1
CO2	2	3	2	2
CO3	2	2	3	2
CO4	2	2	2	3
CO5	2	2	2	2
Avg	**2.2**	**2.2**	**2.2**	**2.0**

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5
CO1	3	1	1	1	2
CO2	3	3	2	1	2
CO3	2	3	1	1	3
CO4	2	3	1	3	2
CO5	2	3	3	1	2
Avg.	**2.4**	**2.6**	**1.6**	**1.4**	**2.2**

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High)

COURSE CODE BBA502	COURSE NAME Logistics and Supply Chain Management	SEMESTER V

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
45	0	15	60	3	0	1	4

Course Pre-requisites	Awareness of business processes and how different departments within an organization interact to deliver value. Introductory knowledge of statistical tools or quantitative methods, as they are useful for demand forecasting and logistics planning.
Course Category	Compulsory
Course focus	Employability and Enterpreneurship
Rationale	**Logistics and Supply Chain Management** is a comprehensive course designed to equip students with the knowledge and skills needed to manage, analyze, and optimize supply chain networks. As global markets evolve and customer expectations shift, businesses increasingly depend on efficient supply chains to stay competitive. This course focuses on logistics operations, demand forecasting, sourcing strategies, pricing mechanisms, and distribution networks, while also addressing the critical impact of digitization and sustainability. Through industry-relevant case studies and simulations, students will gain practical insights into designing resilient supply chain systems and managing global and e-commerce supply chain challenges.

Course Objectives (As per Blooms' Taxonomy)	To introduce students to the key components of supply chain management, including supply chain drivers, performance metrics, and the concept of strategic fit. To develop students' understanding of how supply chain strategies can be aligned with business objectives and operational capabilities to improve organizational performance. To equip students with the ability to apply supply chain design principles and sourcing strategies to real-world scenarios, considering e-commerce dynamics and global supply networks. To enable students to analyze supply chain performance using appropriate metrics in order to identify improvement areas and understand the impact of design choices on operational efficiency. To develop students' ability to assess sourcing, pricing, and demand–supply coordination strategies for optimizing cost efficiency and aligning supply chain decisions with business goals.
Course Revision/ Approval Date:	13th BOS dated 14th May 2026

Course Content	Weightage	Contact hours
Unit 1: Introduction to Supply Chain Management 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.	**25%**	**15**
Unit 2: Supply Chain Network Design Students will learn to design distribution networks with a focus on e-business applications and global supply chain networks. This unit covers the strategies and challenges of creating efficient and responsive supply chain networks that align with business objectives and the dynamic nature of global markets.	**25%**	**15**
Unit 3: Sourcing and Pricing Strategies 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.	**25%**	**15**
Unit 4: Demand and Supply Coordination 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.	**25%**	**15**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	Blooms' Taxonomy Domain
After successful completion of the above course, students will be able to:	
CO1: Students will be able to define the fundamental concepts of logistics and supply chain management.	**Remember**
CO2: Students will be able to explain the role of logistics, sourcing, and distribution within the supply chain.	**Understand**
CO3: Students will be able to apply appropriate frameworks to design and improve supply chain operations.	**Apply**
CO4: Students will be able to analyze supply chain challenges using tools related to demand forecasting, pricing, and network optimization.	**Analyze**
CO5: Students will be able to evaluate the impact of digital transformation, globalization, and sustainability on supply chain strategies.	**Evaluate**

Learning Resources	
•	• Supply Chain Management: Strategy, Planning, and Operation, 7th ed., by Sunil Chopra & Peter Meindl, Pearson. • Logistics & Supply Chain Management, 5th ed., by Martin Christopher, Pearson
	Reference Books: • *Supply Chain Management: Strategy, Planning, and Operation* by Sunil Chopra and Peter Meindl • *Logistics Management and Strategy* by Alan Harrison and Remko van Hoek • *Designing and Managing the Supply Chain* by David Simchi-Levi, Philip Kaminsky, and Edith Simchi-Levi • *Introduction to Logistics Systems Management* by Gianpaolo Ghiani • *Global Logistics and Supply Chain Management* by John Mangan, Chandra Lalwani, and Tim Butcher
•	**Journals & Periodicals:** • Journal of Supply Chain Management • International Journal of Logistics Management • Harvard Business Review (Operations and Supply Chain Sections) • Journal of Business Logistics • Supply Chain Management Review
•	**Other Electronic Resources:** • SAGE Research Methods (Online Database) • Khan Academy: Statistics and Probability Modules

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation — 10 marks Quiz — 5 marks Case Study/ Research Paper — 15 marks Presentation on Current Trends — 10 marks

Mapping of PSOs & Cos

	PSO1	PSO2	PSO3	PSO4
CO1	3	2	2	1
CO2	2	3	2	2
CO3	2	2	3	2
CO4	2	2	2	3
CO5	2	2	2	2
Avg	**2.2**	**2.2**	**2.2**	**2.0**

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5
CO1	3	1	1	1	1
CO2	3	1	1	3	1
CO3	2	3	1	1	2
CO4	2	3	1	2	3
CO5	2	3	2	3	2
Avg.	**2.4**	**2.2**	**1.2**	**2.0**	**1.8**

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High)

COURSE CODE BBAMM503	COURSE NAME Consumer Behaviour	SEMESTER V

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
45	0	15	60	3	0	1	4

Course Pre-requisites	• Basic understanding of Principles of Marketing. • Familiarity with Business Environment and Fundamentals of Management. • Basic communication and analytical skills. • No prior specialization in marketing is required.
Course Category	Elective/Specialization
Course focus	The course focuses on understanding the psychological, social, cultural, and economic factors influencing consumer buying behaviour. It equips students with theoretical foundations and practical insights into consumer decision-making, enabling them to develop effective marketing strategies and customer-centric business solutions.
Rationale	Consumers are the focal point of every business activity. Understanding consumer behaviour helps organizations design products, develop effective marketing strategies, improve customer satisfaction, and build long-term customer relationships. In today's highly competitive and digitally driven marketplace, businesses require professionals who can analyze changing consumer preferences, buying patterns, and market trends. This course bridges theoretical concepts with practical applications, enabling students to understand consumer motivations, decision-making processes, market segmentation, digital consumer behaviour, and ethical issues associated with consumer marketing.
Course Revision/ Approval Date:	13th BOS dated 14th May 2026
Course Objectives (As per Blooms' Taxonomy)	Explain the concepts, theories, and importance of consumer behaviour in marketing. Analyze psychological, personal, social, and cultural factors affecting consumer behaviour. Apply consumer decision-making models to real-life marketing situations. Evaluate consumer responses towards branding, advertising, pricing, and digital marketing strategies. Design customer-centric marketing strategies based on consumer insights and market research.

Course Content	Weightage	Contact hours
Unit 1: Introduction to Consumer Behaviour • Meaning, Nature and Scope of Consumer Behaviour • Importance of Consumer Behaviour in Marketing • Consumer Roles and Types of Consumers • Evolution of Consumer Behaviour Studies • Consumer Research Process • Consumer Behaviour Models (Howard-Sheth, Engel-Kollat-Blackwell, Nicosia Model)	**20%**	12
Unit 2: Individual Determinants of Consumer Behaviour • Consumer Motivation and Needs (Maslow's Hierarchy, Herzberg Theory) • Personality and Self-concept • Perception Process • Learning Theories • Consumer Attitudes and Attitude Change • Consumer Values and Lifestyle (VALS Model)	**20%**	12
Unit 3: Consumer Decision-Making Process • Need Recognition • Information Search • Evaluation of Alternatives • Purchase Decision • Post-purchase Behaviour • Cognitive Dissonance • Customer Satisfaction and Loyalty • Consumer Involvement	**20%**	12
Unit 4: Social and Cultural Influences on Consumer Behaviour • Family and Household Buying Behaviour • Reference Groups and Opinion Leaders • Social Class and Lifestyle • Culture, Subculture and Cross-cultural Consumer Behaviour • Demographic Influences • Consumer Behaviour in Indian Context	**20%**	12
Unit 5: Contemporary Trends in Consumer Behaviour • Digital Consumer Behaviour • Online Consumer Decision Process • Social Media Influence • Consumerism and Consumer Rights • Ethical Issues in Consumer Behaviour • Green Consumer Behaviour • Neuromarketing and Artificial Intelligence in Consumer Behaviour • Future Trends in Consumer Behaviour	**20%**	12

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks

Continuous Evaluation 40 marks		
	Class Participation	10 marks
	Quiz	5 marks
	Case Study/ Research Paper	15 marks
	Presentation on Current Trends	10 marks

Mapping of POs & Cos

Cos	PO1	PO2	PO3	PO4	PO5
CO1	**3**	**1**	**1**	**1**	**2**
CO2	**2**	**1**	**1**	**2**	**3**
CO3	**2**	**1**	**1**	**1**	**3**
CO4	**2**	**1**	**2**	**2**	**3**
CO5	**2**	**1**	**1**	**2**	**3**
Avg.	**2.2**	**1.0**	**1.2**	**1.6**	**2.8**

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High)

Mapping of PSOs & Cos

COs	PSO1	PSO2	PSO3	Average
CO1	**2**	**0**	**1**	**1.00**
CO2	**2**	**0**	**1**	**1.00**
CO3	**3**	**2**	**2**	**2.33**
CO4	**3**	**3**	**2**	**2.67**
CO5	**3**	**3**	**2**	**2.67**

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

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: Explain the fundamental concepts, theories, and models of consumer behaviour and their significance in marketing decisions.	**Understand**
CO2: Analyze the impact of psychological, social, cultural, and personal factors on consumer buying behaviour.	**Analyze**
CO3: Apply consumer decision-making models to evaluate purchasing behaviour and marketing strategies.	**Apply**
CO4: Evaluate consumer responses to branding, advertising, digital marketing, and ethical marketing practices.	**Evaluate**
CO5: Develop customer-oriented marketing strategies using consumer insights, market research, and emerging trends.	**Create**

COURSE CODE	COURSE NAME	SEMESTER
BBAFM501	Investment Analysis and Portfolio Management	V

Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45	0	15	60	3	0	1	4

Course Pre-requisites	Familiarity with core principles of economics, particularly macroeconomic indicators such as GDP, inflation, interest rates, and their impact on financial markets. Introductory understanding of business mathematics and statistics, especially in areas such as percentages, ratios, averages, and basic probability.
Course Category	Elective
Course focus	Skills and Employability,Entrepreneurship
Rationale	**Investment Analysis and Portfolio Management** is designed to equip students with the knowledge and analytical tools necessary to make informed investment decisions in dynamic financial markets. The course introduces students to the structure and operations of financial markets, types of financial instruments, and the conceptual underpinnings of risk and return. It provides insight into asset valuation models, portfolio theory, and the practical aspects of building and managing investment portfolios. With an emphasis on analytical rigor and real-world application, students will gain a solid foundation in evaluating investment opportunities and optimizing portfolios for individual and institutional clients.
Course Objectives (As per Blooms' Taxonomy)	Understand foundational concepts of investment, objectives, characteristics, process and difference from speculation. Analyze the structure, instruments, participants and regulatory framework of financial markets. Evaluate investment opportunities using fundamental and technical analysis tools. Construct optimized portfolios using diversification, CAPM and portfolio theories. Apply ethical standards and regulatory considerations in investment decisions.
Course Revision/ Approval Date:	13th BOS

Course Content	Weightage	Contact hours
Unit 1A Conceptual Framework of Investments Defining Investment, Describing Investments – Objectives, Characteristics, Process, Difference from speculation	**25%**	**15**
Unit 2: Financial Markets 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	**25%**	**15**
Unit 3 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& shoulders, Bollinger bands, technical indicators - Simple Moving Averages, MACD, RSI, ROC	**25%**	**15**
Unit 4: Portfolio Management 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	**25%**	**15**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	Blooms' Taxonomy Domain
After successful completion of the above course, students will be able to:	
CO1: Explain the structure of financial markets and various types of securities.	**Understand**
CO2: Understand investment theories related to risk, return and diversification.	**Understand**
CO3: Apply valuation models and technical tools to equities, bonds and derivatives.	**Apply**
CO4: Analyze investment opportunities using financial data, ratios and technical indicators.	**Analyze**
CO5: Evaluate portfolio performance and design risk–return strategies for different investor profiles.	**Evaluate**

Learning Resources	
•	**Textbook:** • Elton, J. E., Gruber, M. J., Brown, S. J., Modern Portfolio Theory and Investment Analysis, Wiley • Reilly, F.K., Brown, K. C., Analysis of Investments and Management of Portfolios, Cengage Learning • Chandra, P., Investment Analysis and Portfolio Management, Mcgraw Hill • Kevin, S., Security Analysis and Portfolio Management, PHI Learning
	Reference Books: • *Investment Analysis and Portfolio Management by Prasanna Chandra*

Class Participation		10 marks
Quiz		5 marks
Case Study/ Research Paper		15 marks
Presentation on Current Trends		10 marks

	• *Investments by Zvi Bodie, Alex Kane, and Alan Marcus* • *Security Analysis and Portfolio Management by Fischer and Jordan* • *Investment Science by David G. Luenberger* • *Modern Portfolio Theory and Investment Analysis by Edwin J. Elton and Martin J. Gruber*
•	**Journals & Periodicals:** • *Journal of Portfolio Management* • *Journal of Investment Management* • *Harvard Business Review (Finance Section)* • *Economic Times (Investment and Market Insights)* • *Bloomberg Markets*
•	**Other Electronic Resources:** NSE India: www.nseindia.com – Securities data and investor education

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation **40 marks**	

Mapping of PSOs & Cos

	PSO1	PSO2	PSO3	PSO4
CO1	3	2	2	1
CO2	2	3	2	2
CO3	2	2	3	2
CO4	2	2	2	3
CO5	2	2	2	2
Avg	**2.2**	**2.2**	**2.2**	**2.0**

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5
CO1	3	1	1	1	1
CO2	3	1	1	1	1
CO3	2	3	1	1	1
CO4	2	3	1	1	3
CO5	2	2	3	1	2
Avg.	**2.4**	**2.0**	**1.4**	**1.0**	**1.6**

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High)

COURSE CODE	COURSE NAME	SEMESTER
BBAHR501	**Change Management and Organizational Development**	V

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
45	0	15	60	3	0	1	4

Course Pre-requisites	A foundational understanding of Organizational Behaviour, including individual and group dynamics within organizational settings. Basic knowledge of Principles of Management, particularly in areas such as leadership, motivation, decision-making, and communication.
Course Category	Electives
Course focus	Skills
Rationale	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.
Course Objectives (As per Blooms' Taxonomy)	To explain the fundamental concepts of change and distinguish Organizational Development from general management. To familiarize students with the need for change and the various types of strategic interventions in a business environment. To equip students with established frameworks (like Lewin's and Kotter's) for planning effective change. To provide insight into the process of organizational diagnosis and the design of specific OD interventions. To enable students to evaluate the success and impact of OD interventions on organizational performance.
Course Revision/ Approval Date:	13th BOS held on 14th May 2026

.

Course Content	Weightage	Contact hours
Unit 1: Why Change, contemporary issues in change; The Substance and Process of Change What Changes? Purpose and Vision; Change Communication Strategies; Resistance to Change.	**25%**	**15**
Unit 2: Strategic Change Interventions. Transformational Change, Continuous Change; Trans organizational Change; Organization Development for Economic, Ecological, and Social Outcomes; Future Directions in Organization Development	**25%**	**15**
Unit 3 Introduction to Organizational Development and Change 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?	**25%**	**15**
Unit 4: The Process of Organization Development 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.	**25%**	**15**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: Interpret core concepts of Change Management and OD to address domain-specific organizational issues.	**Understand**
CO2: Explain various models of planned change and the influence of organizational culture on resistance to change.	**Understand**
CO3: Apply change models (e.g., Lewin's, Kotter's) and OD interventions in organizational scenarios.	**Apply**
CO4: Analyze organizational dynamics to identify resistance and demonstrate leadership skills in navigating change in a VUCA world.	**Analyze**

Class Participation		10 marks
Quiz		5 marks
Case Study/ Research Paper		15 marks
Presentation on Current Trends		10 marks

CO5: Evaluate the impact of change strategies on performance while upholding ethical values and professional standards.	**Evaluate**

Learning Resources	
•	**Textbook:** • Palmer, I., Dunford, R., & Buchanan.A., 2009, (2nd Ed.) Managing organizational change: A multiple perspectives approach. Boston: McGraw-Hill Irwin • Organization Development and Change with MindTap, 11e Author(s): Thomas G. Cummings | Christopher G. Worley, Cengage Learning • Organization Development, Principles, Processes, Performance 6. Author: Gary N. McLean, 2018, Pearson
	Reference Books: • Wendell French and Cecil Bell Organization Development: Behavioral Science Interventions for organization PHI latest edition • Deepak kumar Organisational System, Design, Himalaya latest edition Kavita Singh Organization Change & development Excel Books latest edition
•	**Journals & Periodicals:** • Journal of Organizational Change Management • The Journal Of applied Behavioral Science • Journal of Change Management Harvard Business Review
•	**Other Electronic Resources:** https://onlinecourses.nptel.ac.in/noc24_mg74/preview

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	

Mapping of PSOs & Cos

	PSO1	PSO2	PSO3	PSO4
CO1	3	2	2	1
CO2	2	3	2	2
CO3	2	2	3	2
CO4	2	2	2	3
CO5	2	2	2	2
Avg	**2.2**	**2.2**	**2.2**	**2.0**

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	1	1
CO2	3	2	1	2	2
CO3	2	2	1	1	3
CO4	2	3	1	1	2
CO5	2	2	3	1	3
Avg.	**2.4**	**2.2**	**1.4**	**1.2**	**2.2**

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High)

COURSE CODE	COURSE NAME	SEMESTER
BBAMM502	Sales Marketing	V

Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45	0	15	60	3	0	1	4

Course Pre-requisites	Basic understanding of Marketing
Course Category	Elective
Course focus	This course focuses on understanding the fundamentals of sales management,
Rationale	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.
Course Objectives (As per Blooms' Taxonomy)	Understand the concepts, scope, and significance of sales management in contemporary business environments. Develop knowledge of personal selling, salesmanship, and the selling process. Gain insights into sales force organization, recruitment, selection, and training practices. Analyze methods for directing, motivating, and compensating the sales force effectively. Evaluate and control sales force performance using budgets, quotas, and performance metrics.
Course Revision/ Approval Date:	13th BOS held on 14th May 2026

Course Content	Weightage	Contact hours
Unit 1: Introduction to Sales Management Meaning, nature, and importance of sales management in modern businesses; roles and responsibilities of sales manager, personal selling and salesmanship, selling process.	**25%**	**15**
Unit 2: Organization of Sales Force Recruiting sales personnel - planning; sources, selecting sales personnel, executing and evaluating sales training programs, sales information system & planning: sales skills	**25%**	**15**
Unit 3 Directing Sales Force Operations 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**
Unit 4: : **Evaluating and Controlling Sales Force** The sales budget; analysis of sales volume & profitability; and evaluating salesperson's performance; selling agents for internet trading..	**25%**	**15**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: Explain the concepts, nature, and importance of sales management in modern business organizations.	**Understand**
CO2: Describe the processes of sales force planning, recruitment, selection, training, and performance evaluation.	**Understand**
CO3: Apply techniques for motivating sales personnel and designing effective financial and non-financial compensation plans.	**Apply**
CO4: Analyze sales force operations including sales meetings, contests, quotas, and territory management.	**Analyze**
CO5: Evaluate and control sales performance using sales budgets, profitability analysis, and online selling practices.	**Evaluate**

Learning Resources	
•	**Textbook:** 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. 7. Still, Kundiff, Govoni. Sales and Distribution Management. PHI
	Reference Books: • Sales Management: Analysis and Decision Making by Thomas N. Ingram et al. Selling and Sales Management by David Jobber and Geoffrey Lancaster • Personal Selling and Sales Management by Edward W. Johnston and Charles M. Futrell • Sales and Distribution Management by Krishna K. Havaldar and Vasant M. Cavalem Strategic Sales Management by S.L. Gupta
•	**Journals & Periodicals:** • Journal of Personal Selling & Sales Management • Harvard Business Review (Sales Strategy Section) • Sales & Marketing Management Magazine • Journal of Marketing • Indian Journal of Marketing
•	**Other Electronic Resources:** • Coursera: “Sales Training for High Performing Teams” – HubSpot Academy • edX: “Strategic Sales Management” – Doane University • YouTube: Harvard i-lab Sales Videos, Brian Tracy’s Sales Strategies

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation: 10 marks Quiz: 5 marks Case Study/ Research Paper: 15 marks Presentation on Current Trends: 10 marks

Mapping of PSOs & Cos

	PSO1	**PSO2**	**PSO3**	**PSO4**
CO1	3	2	2	1
CO2	2	3	2	2
CO3	2	2	3	2
CO4	2	2	2	3
CO5	2	2	2	2
Avg	**2.2**	**2.2**	**2.2**	**2.0**

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

Mapping of POs & COs

	PO1	**PO2**	**PO3**	**PO4**	**PO5**
CO1	3	1	1	1	1
CO2	2	3	1	1	2
CO3	2	3	1	1	2
CO4	2	2	1	1	3
CO5	2	2	2	1	3
Avg.	**2.2**	**2.2**	**1.2**	**1.0**	**2.2**

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High)

COURSE CODE	COURSE NAME	SEMESTER
BBAFM502	**Financial Derivatives**	V

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
45	0	15	60	3	0	1	4

Course Pre-requisites	Fundamental knowledge of financial markets and institutions, including how capital markets function and the role of different market participants. Basic competency in business mathematics and statistics, especially in areas like probability, regression, and data interpretation for pricing models and risk evaluation.
Course Category	Elective
Course focus	Skills, Employabiliy and Entrepreneurship
Rationale	**Financial Derivatives** is a specialized course aimed at equipping students with a deep understanding of derivative instruments like forwards, futures, options, swaps, and more complex products such as interest rate and credit derivatives. The course explains how these instruments derive value from their underlying assets and how they can be used effectively for **hedging**, **speculation**, and **arbitrage**. It also covers pricing models and introduces analytical tools used in derivative valuation. With financial risk becoming a central concern in business strategy, this course empowers students with the necessary skills for roles in trading, treasury, and risk management.
Course Objectives (As per Blooms' Taxonomy)	Understand derivative instruments and markets. Apply pricing models for derivatives. Analyze hedging and arbitrage strategies. Analyze interest rate and credit derivatives. Evaluate derivatives for risk management.
Course Revision/ Approval Date:	

Course Content	Weightage	Contact hours
Unit 1: Introduction to Derivatives What are Derivatives; Structure of common derivatives – Forwards, Futures, Options; Use of derivatives; Challenges in using derivatives; Exposure to equity, currency, agricultural and non-agricultural commodity derivatives; Derivatives available to retail customers and corporates; Derivative exchanges and OTC derivatives	**25%**	**15**
Unit 2: Derivative Pricing Pricing of Forwards and Futures; Cost of carry; Convergence of forwards, futures and underlying asset price; Contango and Backwardation; Differences between forwards and futures; Binomial Option Pricing Model; Concept of hedging using underlying asset; Delta; CRR model; Black Scholes Option Pricing Model - application	**25%**	**15**
Unit 3 Interest Rate and Credit Derivatives Fixed rate vs Floating rate borrowing and investments; Forward Rate Agreements; Interest rate swaps; Currency Swaps; Credit Default Swap; Collateralized Debt Obligation; Role of credit derivatives in 2008-09 Global Financial Crisis	**25%**	**15**
Unit 4: Derivatives in Risk Management Business risk from volatility in revenues and expenses; Risk in agriculture and commodity businesses; Risk in global businesses; Goal of Risk Management; Utilisation of vanilla derivatives for risk management using Case studies	**25%**	**15**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: Explain derivative instruments and markets.	**Understand**
CO2: Understand payoff and risk structures.	**Understand**
CO3: Apply pricing and hedging models.	**Apply**
CO4: Analyze arbitrage and interest rate derivatives.	**Analyze**
CO5: Evaluate derivatives for business risk management.	**Evaluate**

Learning Resources	
•	**Textbook:** 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
	Reference Books: • *Options, Futures, and Other Derivatives* by John C. Hull • *Derivatives Markets* by Robert L. McDonald • *Financial Derivatives: Theory, Concepts and Problems* by S.L. Gupta • *Introduction to Derivatives and Risk Management* by Don M. Chance and Robert Brooks • *Fundamentals of Futures and Options Markets* by John C. Hull
•	**Journals & Periodicals:** • *Journal of Derivatives* • *Review of Derivatives Research* • *Journal of Financial Engineering* • *Harvard Business Review (Finance Section)* • *The Economic Times – Markets Section*
•	**Other Electronic Resources:** • NSE Academy & NISM Certifications (www.nseindia.com) • Coursera: "Financial Engineering and Risk Management" – Columbia University • TedX: "Introduction to Derivatives" – IIMBx • Investopedia – Derivatives Tutorials • YouTube: CFA Institute, Bionic Turtle (FRM prep), NSE Live Classes

Evaluation Scheme	Total Marks: 100
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation: 10 marks Quiz: 5 marks Case Study/ Research Paper: 15 marks Presentation on Current Trends: 10 marks

Mapping of PSOs & Cos

	PSO1	PSO2	PSO3	PSO4
CO1	3	2	2	1
CO2	2	3	2	2
CO3	2	2	3	2
CO4	2	2	2	3
CO5	2	2	2	2
Avg	**2.2**	**2.2**	**2.2**	**2.0**

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5
CO1	3	1	1	1	1
CO2	3	1	1	1	1
CO3	2	3	1	1	1
CO4	2	3	1	1	3
CO5	2	1	3	1	2
Avg.	**2.4**	**1.8**	**1.4**	**1.0**	**1.6**

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High)

COURSE CODE	COURSE NAME	SEMESTER
BBAHR502	Talent Acquisition and Management	V

Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45	0	15	60	3	0	1	4

Course Pre-requisites	A fundamental understanding of Human Resource Management (HRM), including its core functions and strategic importance in organizations. Prior exposure to Organizational Behaviour, especially in areas related to motivation, leadership, and workforce diversity.
Course Category	HR Elective
Course focus	Skill & Employability
Rationale	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.
Course Objectives (As per Blooms' Taxonomy)	To provide a comprehensive understanding of talent management frameworks and the strategic distinction between recruitment and talent acquisition. To equip students with the tools to design and implement Assessment Centers and Competency Mapping frameworks. To enable students to formulate career management and succession planning models that ensure organizational continuity. To develop the ability to create specialized reward and mentoring systems tailored for high-potential (HiPo) employees. To critically examine the impact of technology, ethics, and global trends on modern talent acquisition strategies.
Course Revision/ Approval Date:	13th BOS dated 14th May 2026

Course Content	Weightage	Contact hours
Unit 1: Introduction to Talent Management and Talent Acquisition strategies 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..	**25%**	**15**
Unit 2: : **Talent acquisition and role of Assessment centers** 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.	**25%**	**15**
Unit 3 Career Management and Succession Planning, Managing Potential of Key talent 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.	**25%**	**15**
Unit 4: Mentoring Talent, Rewarding talent and Future trends in Talent Acquisition and Management 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.	**25%**	**15**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: Summarize the core components of talent management and the strategic role of employer branding in the global acquisition context.	**Understand**
CO2: Apply competency mapping techniques and assessment center methodologies to evaluate candidate suitability for specific organizational roles.	**Apply**
CO3: Construct a comprehensive Succession Plan and Career Development model to mitigate talent risks in an organization.	**Create**
CO4: Analyze the effectiveness of mentoring programs and customized reward strategies in retaining high-potential talent.	**Analyze**
CO5: Evaluate the ethical implications and the role of emerging technologies (AI/Analytics) in contemporary talent management practices.	**Evaluate**

Learning Resources	
•	**Textbook:** • Talent Management, Author(s): Gowri Joshi | Veena Vohra, Cengage Learning • Hurconomics for Talent Management Latest Edition Edition: First Publisher: Pearson Education Editor: -- T. V Rao ISBN: 13-978- 8131759677 • 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
	Reference Books: • Talent Management Handbook: Creating a Sustainable Competitive Advantage by Lance A. Berger and Dorothy Berger • Talent Management: Cases and Commentary by David G. Collings, Kamel Mellahi, and Wayne F. Cascio • The Talent Management Handbook: Creating a Dynamic and Sustainable Organisation by David Clutterbuck and Elaine Heslop
•	**Journals & Periodicals:** • Journal of Talent Management • Harvard Business Review • Talent Management Institute • Society for Human Resource Management • Human Resource Executive Online
•	**Other Electronic Resources:** https://www.talentmanagementinstitute.com/ https://talentculture.com/ https://www.talentmanagementalliance.com/

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation – 10 marks Quiz – 5 marks Case Study/ Research Paper – 15 marks Presentation on Current Trends – 10 marks

Mapping of PSOs & Cos

	PSO1	PSO2	PSO3	PSO4
CO1	3	2	2	1
CO2	2	3	2	2
CO3	2	2	3	2
CO4	2	2	2	3
CO5	2	2	2	2
Avg	**2.2**	**2.2**	**2.2**	**2.0**

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	2	2
CO2	2	3	1	1	2
CO3	2	2	3	1	2
CO4	2	2	1	3	2
CO5	2	2	2	1	3
Avg.	**2.2**	**2.2**	**1.6**	**1.6**	**2.2**

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High)

COURSE CODE AECC501	COURSE NAME Disaster Risk Management	SEMESTER V

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
30	0	0	30	2	0	0	2

Course Pre-requisites	Basic understanding of geography and environmental science General awareness of natural and man-made hazards Ability to read and interpret maps, data, and simple risk indicators
Course Category	Core Course
Course focus	Skills, Employability and Entrepreneurship
Rationale	Disasters are becoming increasingly frequent and severe due to climate change, urbanisation, and environmental degradation. This course is essential to equip students with the knowledge and skills to assess risks, develop preparedness strategies, and contribute to sustainable disaster management practices. It is particularly relevant for students pursuing careers in public service, urban planning, environmental consulting, and emergency response.
Course Revision/ Approval Date:	13th BOS held on 14th May 2026
Course Objectives (As per Blooms' Taxonomy)	• Explain fundamental concepts, terminology and types of disasters. • Explain disaster risks, vulnerability and impacts using representative case studies. • Explain disaster management cycle and frameworks adopted at national and international levels. • Explain disaster management policies, institutions and mechanisms in India. • Explain the role of science and technology in disaster mitigation, preparedness and response.

Course Content	Weightage	Contact hours
Unit 1: Theory: Introduction to Disasters- Understanding the Concepts and Definitions of Disaster, Hazard, Vulnerability Risk, Capacity – Disaster and Development, and Disaster Management **Fundamental of Disasters-**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.	**25**	**08**
Unit 2: Theory: Disaster Management Cycle and Framework-Disaster Management Cycle – Paradigm Shift in Disaster Management, Pre-Disaster – Risk Assessment and Analysis, Risk Mapping, Zonation, Micro zonation, 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 – Reco instruction and Redevelopment; IDNDR, Yokohama Strategy, Hyogo Framework of Action, Sendai framework.	**25**	**07**
Unit 3: Disaster Management in India 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.	**25**	**08**

Course Content	Weightage	Contact hours
UNIT 4 Role of Science and Technology in Disaster Management 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&T Institutions for Disaster Management in India.	**25**	**07**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: Explain disaster concepts, terminology and types	**Understand**
CO2: Explain the disaster management cycle and international frameworks	**Understand**
CO3: Explain disaster management policies, institutions and practices in India	**Understand**
CO4: Analyze the role of science and technology in disaster mitigation	**Analyze**
CO5: Analyze selected disaster case studies to understand risk, response and recovery	**Analyze**

Learning Resources	
113.	Textbook: Textbooks: 1. Alexander, D., Natural Disasters, Kluwer Academic London. 2. Asthana, N. C., Asthana P., Disaster Management, Aavishkar Publishers. 3. Carter, N., Disaster Management: A DisasterManager's Handbook, Asian Development Bank 4. Collins, A.E., Disaster and Development, Routledge. 5. Coppola, D.P., Introduction to International Disaster Management, 2nd Edition, Elsevier Science
114.	**Reference Books:** 1. Goyal, S.L., Encyclopedia of Disaster Management (Vols. 1-3), Deep &Deeep, New Delhi 2. Gupta, A.K., Nair, S.S., Environmental Knowledge for Disaster Risk Management, NIDM, New Delhi. 3. Ibrahimbegovic, A., Zlatar, M., Damage Assessment and Reconstruction after War or Natural Disaster, Springer. 4. Menshikov, V.A., Perminov, A.N., Urlichich, Y.M., Global Aerospace Monitoring and Disaster 5. Modh, S., Introduction to Disaster Management, Macmillian Publishers India 6. Srivastava, H.N., Gupta, G.D., Management of Natural Disasters in Developing Countries, Daya Publishers,
115.	**Other Electronic Resources:** National Disaster Management Authority (NDMA), India • Website: https://ndma.gov.in United Nations Office for Disaster Risk Reduction (UNDRR) • Website: https://www.undrr.org Federal Emergency Management Agency (FEMA), USA • Website: https://www.fema.gov

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

Mapping of PSOs & COs

CO	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO 1	3	2	3	3
CO 2	3	3	3	3
CO 3	3	3	3	3
CO 4	3	2	3	3
Average Mapping Score	3.00	2.50	3.00	3.00

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

CO-PO Mapping

CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	3	1	1	1	1
CO2	3	1	1	2	1
CO3	3	1	2	1	1
CO4	2	1	2	1	3
CO5	2	2	2	1	3
Average Mapping Score	2.6	1.2	1.6	1.2	1.8

Mapping Key: High = 3, Medium = 2, Low = 1

COURSE CODE	COURSE NAME	SEMESTER
VACC501	**Communicative English & Employability Skills (Workplace Communication & Professionalism)**	5

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
30	0	0	30	2	0	0	2

Course Pre-requisites	
Course Category	Skill Enhancement / Employability Development
Course focus	Business Etiquette, Time Management, Resume Writing
Rationale	To prepare students for professional interactions, document preparation, and workplace etiquette.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	To introduce learners to norms of business communication and professional etiquette for workplace effectiveness. To develop learners' ability to apply time management and task prioritization techniques in professional settings. To enable learners to design professional resumes and cover letters aligned with specific job roles. To enhance learners' ability to assess workplace communication scenarios and respond appropriately. To analyze job requirements and align communication strategies and documents accordingly.

Course Content	Weightage	Contact hours
UNIT 1: Communicative English practice exercises on nouns, verbs, adjectives, adverbs; Business Etiquette, Meetings, phone conversations, Negotiations & conflict, Language development and Vocabulary for Negotiations.	**20%**	**10**
UNIT 2: Time Management, Prioritizing tasks, Scheduling and planning, Case study, Reading Comprehension – Advance level.	**20%**	**10**
UNIT 3: Cover Letter and Resume Writing ; Writing tailored cover letters, Structuring resumes ; Employability skills including Empathy and sensitivity at workplace, Team collaboration; Leadership styles ; Leadership and Excellence	**20%**	**10**

Learning Resources	
1	**Textbook:** *Business Communication: Process and Product* by Mary Ellen Guffey & Dana Loewy
2	**Reference Books:** • Harvard Business Review on Communication • The Quick Resume & Cover Letter Book by Michael Farr • Time Management from the Inside Out by Julie Morgenstern
3	**Journals & Periodicals:** Journal of Business Communication Harvard Business Review (Communication section)
4	**Other Electronic Resources:** Grammarly, Duolingo, LinkedIn Learning, TEDx videos

Evaluation Scheme	**Total Marks: 100**
End Semester Marks	40 marks
Continuous Evaluation 60 marks	Class Participation: 20 marks Quiz: 5 marks Skill Enhancement activities/ Case Study/ Report writing: 25 marks Presentation: 10 marks
Course Outcomes	• CO1: Demonstrate appropriate business etiquette and professional behavior in meetings, telephone conversations, and written communication. • CO2: Apply time management techniques such as prioritization, scheduling, and planning to manage professional tasks efficiently. • CO3: Create professional resumes and cover letters aligned with specific job roles and organizational requirements. • CO4: Communicate clearly, ethically, and persuasively using appropriate business communication formats. • CO5: Analyze workplace communication scenarios and respond effectively during formal professional interactions.

Mapping of PSOs & Cos

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	1	1
CO2	2	2	1	1	1
CO3	1	1	1	1	1
CO4	2	2	2	2	2
CO5	2	1	1	1	1
Avg.	2.0	1.6	1.2	1.2	1.2

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

Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	3	1
CO2	2	3	1	1	3
CO3	3	2	1	2	1
CO4	2	1	2	3	3
CO5	1	3	1	2	2
Avg.	2.2	2.2	1.2	2.2	2.0

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High)

SEM VI SYLLABUS

COURSE CODE BBA601	COURSE NAME Project Management	SEMESTER VI

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
45	0	15	60	3	0	1	4

Course Pre-requisites	Basic knowledge of planning, organizing, leadership, and resource allocation concepts: 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.
Course Category	Basic Core Course
Course focus	Skills,Employabiliy and Entrepreneurship
Rationale	• To provide a comprehensive understanding of the project management lifecycle from inception to closure. • To enhance skills in using project management tools such as Microsoft Project for managing complex projects. • To explore effective stakeholder management and communication strategies critical for project success. • To analyze risk management strategies and their application to ensure project success under varying circumstances.
Course Revision/ Approval Date:	

Course Objectives (As per Blooms' Taxonomy)	• Explain the fundamentals of project management, including the project life cycle, project roles, and stages from initiation to closure. • Apply project planning tools and techniques, including Microsoft Project, for scheduling, resource allocation, and project monitoring. • Analyze stakeholder management and communication strategies required for effective project execution and coordination. • Evaluate risk management processes, quality control measures, and response strategies to achieve project success in dynamic environments.

Course Content	Weightage	Contact hours
Unit 1 Fundamentals of Project Management This unit covers the core concepts of Modern project management, Organization Strategy & Project Selection, Organization Strategy & Project Slection 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.	**25%**	**15**
Unit 2 Project Planning and Tools 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. Use of few AI tools in project management	**25%**	**15**
Unit 3 Executing and Monitoring Projects This unit delves into resource allocation, budgeting, and quality control within project execution including Estimation of Project Times & Cost .Students will also learn about risk management processes including identification, assessment , 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.	**25%**	**15**
Unit 4 Concluding Projects and Agile Methodologies The final unit discusses the closing phase of projects, including performance measurement & Evaluation, stakeholder communication, and post-project evaluation. Project closure methods, Additionally, this unit introduces Agile project management principles and the Scrum framework, comparing Agile with traditional project management methods	**25%**	**15**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: Explain the concepts, phases, and organizational context of the project management lifecycle from initiation to closure.	**Understand**
CO2: Apply project management tools and techniques, including Microsoft Project, for project planning, scheduling, and resource management.	**Apply**
CO3: Apply effective stakeholder management and communication strategies to improve project coordination and execution.	**Apply**
CO4: Analyze project risks, quality control measures, and mitigation strategies for successful project implementation.	**Analyze**
CO5: Evaluate traditional and Agile project management methodologies for managing projects in dynamic business environments.	**Evaluate**

Learning Resources	
77.	**Textbook:** 1. Information Technology Project Management, by Kathy Schwalbe, Cengage Learning. 2. Project Management: A Managerial Approach, by Jack R. Meredith and Samuel J. Mantel Jr., Wiley
78.	**Reference Books:** 1. Understand and apply the key principles of project management to various project environments. Model curriculum for UG Degree in BBA 133 2. Gain proficiency in using Microsoft Project for project planning, execution, monitoring, and closing. 3. Develop skills in stakeholder management and communication strategies essential for project success. 4. Explore and apply risk management techniques to mitigate potential project issues.
79.	Journals & Periodicals 1. Project Management Journal (PMJ) 2. International Journal of Project Management (IJPM) 3. Journal of Modern Project Management (JoMPM) 4. Harvard Business Review (HBR) – Project Management Section 5. MIT Sloan Management Review
80.	**Other Electronic Resources:** • https://onlinecourses.nptel.ac.in/noc24_mg74/preview • Microsoft Learn – Project for the Web Training: https://learn.microsoft.com/en-us/training/modules/get-started-project-for-the-web/ • Learn Microsoft Project for planning, scheduling, and tracking. • Smartsheet Learning Cente • https://www.smartsheet.com/learning-center • Tutorials on Gantt charts, WBS, and project scheduling tools. • Lucidchart Blog – How to Create a Work Breakdown Structure • https://www.lucidchart.com/blog/work-breakdown-structure

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

Mapping of PSOs & COs

CO	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO 1	3	2	3	3
CO 2	3	3	3	3
CO 3	3	3	3	3
CO 4	3	2	3	3
Average Mapping Score	3.00	2.50	3.00	3.00

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

CO-PO Mapping

CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	3	2	1	1	1
CO2	3	2	1	1	3
CO3	2	3	1	3	2
CO4	2	2	3	1	3
CO5	2	3	2	1	3
Average Mapping Score	2.4	2.4	1.6	1.4	2.4

Mapping Key: High = 3, Medium = 2, Low = 1

COURSE CODE BBA602	COURSE NAME Business Taxation	SEMESTER VI

Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
30	0	0	30	2	0	0	2

Course Pre-requisites	Basic concepts related tax.
Course Category	Compulsory
Course focus	Skills, Employability and Entrepreneurship
Rationale	• Analyse the legal provisions governing GST and Customs Duty to comprehend their scope and application in business transactions. • Examine the tax implications of GST and Customs Duty on different business activities. • Explain procedures and methods to calculate GST liabilities and Customs Duty obligations accurately, ensuring compliance with relevant laws and regulations. • Orient with the practical application of GST and Customs Duty in business decision-making processes. • Provide knowledge of latest amendments and changes in GST and Customs Duty laws to adapt business strategies and practices accordingly
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	• To develop understanding of fundamental taxation concepts and terminology • To apply taxation concepts in real-life business situations • To analyze the impact of GST and Customs Duty on business operations • To evaluate amendments and changes in GST relevant to business • To understand the role of customs duty in business decision-making

Course Content	Weightage	Contact hours
Unit 1 Goods and Service Taxes (GST) – 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 Taz 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).	**25%**	**8**
Unit 2 Levy, Collection and Input Tax Credit 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 – 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 – Refunds Application for Refund of Tax, Interest, Penalty, Fees or any Other Amount.	**25%**	**7**

Course Content	Weightage	Contact hours
Unit 3 Filing of GST Returns and Audit 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 & 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.	**25%**	**8**
Unit 4 Customs Duty 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.	**25%**	**7**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	Blooms' Taxonomy Domain
After successful completion of the above course, students will be able to:	
CO1: Explain the legal framework of GST and Customs Duty and their business implications	**Understand**
CO2: Interpret GST and Customs laws to assess compliance requirements	**Understand**
CO3: Calculate GST liabilities and Customs Duty obligations for business scenarios	**Apply**
CO4: Analyse implications of GST and Customs Duty on business decisions	**Analyze**
CO5: Apply compliance procedures to ensure adherence to GST and Customs laws	**Apply**

Learning Resources	
81.	**Textbook:** 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. Singhania, V. K., & Singhania, 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.
82.	**Reference Books:** 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. Singhania, V. K., & Singhania, 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 Publication

Learning Resources	
83.	**Journals & Periodicals:** Taxmann's Direct Taxes Journal Publisher: Taxmann Publications Chartered Accountant Journal (CA Journal) Publisher: Institute of Chartered Accountants of India (ICAI) GST Review Publisher: The Institute of Cost Accountants of India (ICMAI) Income Tax Reports (ITR) Publisher: Company Law Institute of India Pvt. Ltd.
84.	**Other Electronic Resources:** Central Board of Indirect Taxes and Customs (CBIC) • **https://www.cbic.gov.in** GST Portal • **https://www.gst.gov.in** Tax sutra • **https://www.taxsutra.com** CA club India • **https://www.caclubindia.com**

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

Mapping of PSOs & COs

CO	PSO1	PSO2	PSO3	PSO4
CO 1	3	2	3	3
CO 2	3	3	3	3
CO 3	3	3	3	3
CO 4	3	2	3	3
Average Mapping Score	3.00	2.50	3.00	3.00

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

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5
CO1	3	1	2	1	1
CO2	2	3	2	1	2
CO3	2	3	1	1	1
CO4	2	1	3	1	2
CO5	2	1	3	3	1
Average Mapping Score	2.2	1.8	2.2	1.4	1.4

Mapping Key: High = 3, Medium = 2, Low = 1

COURSE CODE BBAMM601	COURSE NAME Marketing of Services	SEMESTER VI

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
45	0	15	60	3	0	1	4

Course Pre-requisites	• Basic understanding of marketing principles and consumer behavior. • Familiarity with service-oriented industries and customer service principles. • Knowledge of general business and organizational structures.
Course Category	Specialization
Course focus	Skills,Employabiliy and Entrepreneurship
Rationale	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 services marketing situations.
Course Revision/ Approval Date:	

Course Objectives (As per Blooms' Taxonomy)	• Differentiate between services and goods marketing and examine the unique challenges of the service environment. • Apply service quality models like SERVQUAL and the Gap Model to measure and improve service standards. • Construct service blueprints and integrate customer participation strategies to streamline service delivery. • Evaluate different pricing strategies, including bundling and result-based pricing, and assess their impact on service industries. • Assess service communication problems and propose strategies to align service promises with delivery. • Develop service recovery strategies and design customer loyalty programs to enhance long-term relationships.

Course Content	Weightage	Contact hours
Unit 1: Understanding Services, Service Consumers and Managing Services Quality 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.	**25%**	**15**

Course Content	Weightage	Contact hours
Unit 2: Service as Product, Service Delivery Process and Service Pricing 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.	**25%**	**15**
Unit 3: Service Communication, Branding, Physical Evidence in Service 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.	**25%**	**15**
Unit 4: Service Failures, Recovery Strategies, Managing People and Customer Relationships 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 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.	**25%**	**15**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	Blooms' Taxonomy Domain
After successful completion of the above course, students will be able to:	
CO1: Differentiate between goods and services to identify specific marketing challenges in the service industry.	**Analyze**
CO 2: Analyze service quality gaps and recommend improvements using the SERVQUAL framework.	**Analyze**
CO 3: Develop a service blueprint to visualize the service delivery process and identify potential fail points.	**Create**
CO 4: Appraise various service pricing strategies and communication tools to align with service positioning.	**Evaluate**
CO 5: Formulate effective service recovery plans and loyalty programs to manage long-term customer relationships.	**Create**

Learning Resources	
85.	**Textbook:** • Services Marketing: V Zeithaml, Gremler, Bitner and Ajay Pandit, 7 th Edition TMH,2018 • Services Marketing: Jochen Wirtz, Christopher H. Lovelock & Jayanta Chatterjee 9th Edition; Published by World Scientific, 2023 • Service Management: Operations, Strategy, Information Technology, Sanjeev Bordoloi, James Fitzsimmons and Mona Fitzsimmons 10th Edition ISBN10: 1264098359 | ISBN13: 9781264098354 © 2023 • Services Marketing: Concepts, Strategies & Cases K. Douglas Hoffman | John E.G. Bateson ISBN: 9789386858771 Edition: 5th © Year: 2017
86.	**Reference Books:** • Services Marketing: People, Technology, Strategy by Christopher Lovelock & Jochen Wirtz • Services Marketing: Integrating Customer Focus Across the Firm by Adrian Payne • Managing Service Quality: An Integrated Approach by John E. G. T. • Service Marketing: A Framework for Managing Business Services by R. Srinivasan • The Service-Dominant Logic of Marketing by Stephen L. Vargo and Robert F. Lusch

Learning Resources	
87.	**Journals & Periodicals:** • **Journal of Services Marketing** https://www.emerald.com/insight/publication/issn/0887-6045 • **Journal of Service Research** https://journals.sagepub.com/home/jsr • **International Journal of Service Industry Management** https://www.emerald.com/insight/publication/issn/0956-4233 • **Service Business** https://link.springer.com/journal/11628 • **Journal of Retailing and Consumer Services** https://www.journals.elsevier.com/journal-of-retailing-and-consumer-services
88.	**Other Electronic Resources:** • **Google Scholar** https://scholar.google.com/ • **Academia.edu** https://www.academia.edu/ • **JSTOR** https://www.jstor.org/ • **ScienceDirect** https://www.sciencedirect.com/ • **ResearchGate** https://www.researchgate.net/

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

Mapping of PSOs & COs

CO	PSO1	PSO2	PSO3	PSO4
CO 1	3	2	3	3
CO 2	3	3	3	3
CO 3	3	3	3	3
CO 4	3	2	3	3
Average Mapping Score	3.00	2.50	3.00	3.00

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

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5
CO1	3	1	1	1	1
CO2	2	1	1	1	3
CO3	2	3	1	1	2
CO4	2	1	1	3	2
CO5	2	3	1	1	2
Average Mapping Score	2.2	1.8	1.0	1.4	2.0

Mapping Key: High = 3, Medium = 2, Low = 1

COURSE CODE BBAFM601	COURSE NAME Strategic Corporate Finance	SEMESTER VI

Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45	0	15	60	3	0	1	4

Course Pre-requisites	Basic Information about Finance and Account Terminology
Course Category	Accounting & Finance Electives
Course focus	Skills,Employabiliy and Enterpreneurship
Rationale	• Develop an understanding of the concept of Strategic Finance for decision-making in the corporate world. • Expand knowledge of corporate valuation and gain an overview of different corporate valuation techniques. • Compare and contrast situations of financial distress and their management strategies. • Orient students with the concept of merger, acquisition or management buyout
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	• Understand strategic corporate finance, financial risks and capital structure decisions. • Apply corporate valuation techniques including DCF, multiples and EVA. • Analyze financial distress, restructuring, bankruptcy and exit strategies. • Evaluate mergers, acquisitions and buyouts including valuation, financing and taxation. • Integrate strategic finance decisions for long-term corporate value creation.

Course Content	Weightage	Contact hours
Unit 1: Introduction 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	**25%**	**15**
Unit 2: Concept of Valuation 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.	**25%**	**15**
Unit 3: **Financial Distress and Restructuring** 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.	**25%**	**15**

Course Content	Weightage	Contact hours
Unit 4: Merger and Acquisitions Overview of M&A, Types of mergers and procedures, Valuation of an organization, 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 & 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&A - Financial Accounting for M&As, Taxable versus Tax-Free Transactions.	**25%**	**15**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: Explain corporate financial strategies for shareholder wealth and risk management.	**Understand**
CO2: Apply valuation techniques for corporate financial decisions.	**Apply**
CO3: Analyze financial distress and restructuring strategies.	**Analyze**
CO4: Analyze mergers, acquisitions and buyouts including valuation, financing and taxation.	**Analyze**
CO5: Evaluate strategic corporate finance decisions for long-term value creation.	**Evaluate**

Learning Resources	
89.	**Textbook:** 1. Berk, J., & DeMarzo, P. ;Corporate Finance. Pearson Education Limited. 2. Brealey, R. A., Myers, S. C., & Allen, F. ;Principles of Corporate Finance. McGraw-Hill Education. 3. Clayman, M. R., Fridson, M. S., Troughton, G. H., & Scanlan, M. C. ;Corporate Finance: A Practical Approach. Wiley. 4. Damodaran, A. ; Corporate Finance Theory and Practice. John Wiley & Sons, Inc. 5. Horne, J. C. V., & Wachowicz, J. M., Jr. Fundamentals of Financial Management. FT Prentice Hall, Pearson Education. 6. Pettit, J. ; Strategic Corporate Finance Applications in Valuation and Capital Structure. John Wiley & Sons, Inc. 7. Rosenbaum, J., & Pearl, J. ; Investment Banking: Valuation, Leveraged Buyouts, and Mergers & Acquisitions. Wiley. 8. Griffith College. ; CPA Strategic Level - Strategic Corporate Finance.
90.	Reference Books: Strategic Financial Management by Dr. Prasanna Chandra, McGraw Hill Education Strategic Financial Management by Rajesh Makkar & Dr. Manish Bansal, Arya Publications / SBPD Publications Strategic Corporate Finance, Dr. R.P. Rustagi, Taxmann Publications
91.	**Journals & Periodicals:** • Journal of Corporate Finance Publisher: Elsevier: https://www.journals.elsevier.com/journal-of-corporate-finance • Harvard Business Review (Finance section): https://hbr.org/topic/finance • Journal of Financial Economics (JFE): https://www.journals.elsevier.com/journal-of-financial-economics • The Review of Financial Studies: https://academic.oup.com/rfs • The Economist (Finance & Economics section): https://www.economist.com/ • Bloomberg Businessweek / Bloomberg Markets: https://www.bloomberg.com/businessweek
92.	**Other Electronic Resources:** • edX – Corporate Finance Courses • https://www.edx.org/learn/corporate-finance Offers courses from top institutions like MIT, NYIF, and Columbia • CFA Institute – Research and Publications • https://www.cfainstitute.org/en/research • Advanced insights into valuation, risk, and strategic asset allocation.

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

Mapping of PSOs & COs

CO	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO 1	3	2	3	3
CO 2	3	3	3	3
CO 3	3	3	3	3
CO 4	3	2	3	3
Average Mapping Score	3.00	2.50	3.00	3.00

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

CO-PO Mapping

CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	3	1	1	1	2
CO2	2	3	1	1	2
CO3	2	3	1	1	3
CO4	2	3	1	1	2
CO5	2	1	3	1	2
Average Mapping Score	2.2	2.2	1.4	1.0	2.2

Mapping Key: High = 3, Medium = 2, Low = 1

COURSE CODE BBAHR601	COURSE NAME Performance and Compensation Management	SEMESTER VI

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
45	0	15	60	3	0	1	4

Course Pre-requisites	• Basic knowledge of Human Resource Management (HRM), including key HR functions like recruitment, training, appraisal, and compensation. • Familiarity with organizational behavior concepts, particularly motivation, communication, and leadership. • Completed introductory courses in Management Principles or Organizational Development would be beneficial. • A foundational understanding of business structures and employee evaluation systems
Course Category	Discipline Specialization
Course focus	Skills, Employability
Rationale	• Help students understand how performance is planned, monitored, reviewed, and rewarded, aligning employee efforts with organizational goals. • Prepare future HR professionals and managers to design and implement effective performance management systems that foster accountability, growth, and motivation. • Enable students to navigate the challenges of managing diverse talent, providing meaningful feedback, and linking performance outcomes to compensation and development initiatives. • Build awareness about ethical and legal considerations, ensuring students develop a responsible and fair approach to performance assessment.
Course Revision/ Approval Date:	

Course Objectives (As per Blooms' Taxonomy)	• To explain the concepts of performance management and its distinct role in the organization. • To familiarize students with performance appraisal dynamics and criteria for assessment. • To guide students in developing effective appraisal systems linked to compensation. • To discuss contemporary issues and solutions in performance appraisal systems.

Course Content	Weightage	Contact hours
UNIT 1: Introduction to Performance Management Meaning, Principles, Objectives, Purpose of Performance Management, Performance Management vs Performance Appraisal, Performance Management as a System and Process of Management.	**25%**	**15**
UNIT 2: Performance Planning and Managing Performance Developing 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 & Counselling, Performance analysis for Individual and organizational Development.	**25%**	**15**
UNIT 3: Learning Organisation and Performance Based Compensation 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.	**25%**	**15**
UNIT 4: Implementation of Performance Management Performance Management and Career Planning: 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. CompetencyMapping, Competency Mapping & its Linkage with Career Development and Succession Planning, Online Appraisal: Advantage & Disadvantage, Performance Management Audit, Ethical and Legal issues in Performance Management	**25%**	**15**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: Explain the core concepts and principles of performance management systems.	**Understand**
CO2: Develop criteria for assessing employee performance based on organizational dynamics.	**Create**
CO3: Develop effective appraisal systems that link performance results to managerial objectives and compensation.	**Create**
CO4: Analyze contemporary issues and design solutions for modern performance appraisal systems.	**Analyze**
CO5: Evaluate the effectiveness of appraisal systems on employee performance.	**Evaluate**

Learning Resources	
93.	**Textbook:** 1. Armstrong, M. (2006). Performance management: Key strategies and practica guidelines. Kogan page. 2. Berger, L. A., & Berger, D. R. (2004). The talent management handbook. New York, NY: McGraw-Hill. 3. Bhattacharyya, D. K. (2011). Performance management systems and strategies. Pearson Education India. 4. Dencker, J. C. (2009). Relative bargaining power, corporate restructuring, and managerial incentives. Administrative Science Quarterly, 54(3), 453-485. 5. Jordan, A. H., & Audia, P. G. (2012). Self-enhancement and learning from performance feedback. Academy of management review, 37(2), 211-231. 6. Liu, D., Mitchell, T. R., Lee, T. W., Holtom, B. C., & 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. 7. McDonnell, A. (2011). Still fighting the "war for talent"? Bridging the science versus practice gap. Journal of business and psychology, 26, 169-173. 8. Rao, T. V. (2004). Performance Management and Appraisal Systems: HR tools for global competitiveness. SAGE Publications India. 09. Silzer, R., & Dowell, B. E. (2009). Strategy-Driven Talent Management. John Wiley & Sons. 10.Trevor, C. O., Reilly, G., & 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.
94.	**Reference Books:** Performance Management Systems and Strategies BY Bhattacharyya, D. K. (2011). Pearson Education India Performance Management and Appraisal Systems: HR Tools for Global Competitiveness By Rao T.V., SAGE Publications India

Learning Resources	
95.	**Journals & Periodicals:** Academy of Management Journal (AMJ) • Publisher: Academy of Management • Academy of Management Review (AMR) • Administrative Science Quarterly (ASQ) • Publisher: SAGE Publications / Cornell University • Journal of Business and Psychology • Publisher: Springer
96.	**Other Electronic Resources:** Academy of Management (AOM) https://aom.org JSTOR https://www.jstor.org SHRM (Society for Human Resource Management) https://www.shrm.org SAGE Journals https://journals.sagepub.com IPD (Chartered Institute of Personnel and Development) https://www.cipd.co.uk

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation **40 marks**	

Class Participation	10 marks
Quiz	5 marks
Skill Enhancement activities/ Case Study/ Research Paper	15 marks
Presentation	10 marks

Mapping of PSOs & COs

CO	PSO1	PSO2	PSO3	PSO4
CO 1	3	2	3	3
CO 2	3	3	3	3
CO 3	3	3	3	3
CO 4	3	2	3	3
Average Mapping Score	3.00	2.50	3.00	3.00

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

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	1	1
CO2	3	2	1	1	2
CO3	2	2	1	1	3
CO4	2	3	1	1	2
CO5	2	2	1	1	3
Average Mapping Score	2.4	2.2	1.0	1.0	2.2

Mapping Key: High = 3, Medium = 2, Low = 1

COURSE CODE BBAMM602	COURSE NAME Digital Marketing	SEMESTER VI

Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45	0	15	60	3	0	1	4

Course Pre-requisites	• Basic understanding of Marketing Principles • Familiarity with Internet and Computer Usage
Course Category	Elective / Specialization Course
Course focus	Skills, Employabiliy and Entrepreneurship
Rationale	In the digital era, marketing has shifted from traditional platforms to online and mobile-based environments. This course equips students with practical skills and strategic understanding of: • Online consumer behavior • Digital campaign creation and evaluation • Real-time marketing through social media and search engines • Building brand presence and measuring engagement across platforms It enhances employability and entrepreneurial capabilities in a tech-driven business landscape.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	• To Understand and Analyze the Digital Business Ecosystem • To Develop Strategic Planning and Implementation Skills • To Master Digital Communication Channels and Data Analytics • To Integrate Emerging Technologies with Ethical Decision-Making • To Cultivate Global Competence and Entrepreneurial Adaptability

Course Content	Weightage	Contact hours
UNIT 1: Introduction to Digital Marketing 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.	**25**	**15**
UNIT 2: Digital Marketing Strategy Development Digital Marketing Assessment Phase; Elements, Digital Marketing Internal Assessment, Objective Planning, Digital Marketing Strategy; Groundwork, Digital Marketing Mix, Skills in Digital Marketing,	**25**	**15**
UNIT 3: Digital Marketing Planning 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.	**25**	**15**
UNIT 4: Digital Marketing Execution Elements 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.	**25**	**15**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: Analyze Digital Ecosystems & Consumer Behavior	**Analyze**
CO2: Formulate Strategic Digital Plans	**Create**
CO3: Design & Evaluate Digital Campaigns	**Create**
CO4: Assess Emerging Tech & Ethical Implications	**Evaluate**
CO5: To Evaluate fundamentals of digital marketing, including distinctions between traditional and digital marketing, digital consumer behavior, and frameworks such as POEM and the digital decision journey.	**Evaluate**

Learning Resources	
97.	Textbook: 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.

Learning Resources	
98.	**Reference Books:** 1. Digital Marketing: Strategy, Implementation and Practice by Dave Chaffey & Fiona Ellis-Chadwick, Pearson education 2. Marketing 5.0: Technology for Humanity by Philip Kotler, Hermawan Kartajaya, Iwan Setiawan, Wiley 3. Digital Marketing for Dummies by Ryan Deiss & Russ Henneberry, Wiley 4. Contemporary Digital Marketing, Dr. Ruchi Tiwari, Thakur Publication., 5. Understanding Digital Marketing, Damian Ryan, Kogan Page
99.	**Journals & Periodicals:** • Journal of Interactive Marketing • Publisher: Elsevie • Journal of Digital & Social Media Marketing • Publisher: Henry Stewart Publications • International Journal of Online Marketing (IJOM) • Publisher: IGI Global • Journal of Marketing Research (JMR) • Publisher: American Marketing Association • Think with Google • HubSpot Blog • Search Engine Journal • MarketingProfs • eMarketer (Insider Intelligence)
100.	**Other Electronic Resources:** Electronic Commerce Research and Applications by Elsevier

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

Mapping of PSOs & COs

CO	PSO1	PSO2	PSO3	PSO4
CO 1	3	2	3	3
CO 2	3	3	3	3
CO 3	3	3	3	3
CO 4	3	2	3	3
Average Mapping Score	3.00	2.50	3.00	3.00

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

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5
CO1	2	1	1	2	3
CO2	2	2	1	1	3
CO3	2	1	1	2	3
CO4	2	1	3	1	2
CO5	3	1	1	1	2
Average Mapping Score	2.2	1.2	1.4	1.4	2.6

Mapping Key: High = 3, Medium = 2, Low = 1

COURSE CODE BBAFM602	COURSE NAME Financial Analytics	SEMESTER VI

Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45	0	15	60	3	0	1	4

Course Pre-requisites	• Basic knowledge of Accounting and Finance • Understanding of Statistics and Quantitative Techniques • Familiarity with MS Excel or any data processing software
Course Category	Electives/Specialization
Course focus	Skills,Employabiliy and Entrepreneurship
Rationale	Financial decision-making increasingly relies on data-driven insights. This course equips students with the ability to: • Analyze financial data using modern analytical tools • Improve forecasting and investment decisions • Enhance risk management practices • Align finance with strategic organizational goals
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	• To equip students with the essential skills and knowledge • To analyze financial data using advanced tools like Excel, SPSS/Python or R • To summarize and visualize data, implement financial models, conduct time-series forecasting, and apply various risk management techniques • To make informed financial decisions.

Course Content	Weightage	Contact hours
UNIT 1: Summarizing and Analyzing Financial Data Summarize Data, Slicing and Dicing Financial Data with PivotTables, Basic Charts to Summarize Financial Data. Pricing Analytics, Risk based pricing, Fraud Detection and Prediction, Recovery Management, Loss Risk Forecasting, Risk Profiling, Portfolio Stress testing.	**25%**	**15**
UNIT 2: Financial Data Analysis and Modeling Analyze financial data and implement financial models using any software. Process of Data, implement the models and generate typical output namely Prices and individual security returns, Portfolio returns, Risks, Factor Models.	**25%**	**15**
UNIT 3: Time Series Analysis and Forecasting Forecasting-Time Series Data-Component Factors of the Time- Series Model,Trend Analysis-Seasonal and Cyclical Behaviour-Smoothing of Annual Time Series: Moving averages, Exponential smoothing -Least-Squares Trend Fitting and Forecasting: Linear, quadratic and exponential models.	**25%**	**15**
UNIT 4: Advanced Time Series Models and Forecasting Techniques Autocorrelation and Auto Regression, Autoregressive Models, ARIMA Time-Series Model, Time-Series Forecasting of Monthly or Quarterly Data, Accuracy Statistics and Forecast Model Selection, Families of Forecasting Models, Hierarchical Forecasting, Adjustments to Statistical Forecasts	**25%**	**15**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: Apply advanced functions, PivotTables, and charts to effectively summarize, visualize, and analyze financial data, including pricing analytics and risk assessment.	**Apply**
CO2: Implement financial models and analyzing publicly available data to generate insights on prices, individual security returns, portfolio returns, and associated risks	**Apply**
CO3: Analyze time-series data to understand component factors of time-series models, performing trend analysis, and applying various smoothing techniques for accurate forecasting.	**Analyze**
CO4. Evaluate and create autoregressive models, ARIMA time-series models, and hierarchical forecasting methods, assessing forecast accuracy and selecting appropriate models for financial data forecasting	**Evaluate**
CO5: To Evaluate the overall financial performance	**Evaluate**

Learning Resources	
101.	**Textbook:** 1. Financial Analytics, Pitabas Mohanty 2. Processing and Analyzing Financial Data with R, by Marcelo S Perlin 3. Business Forecasting", Hanke/Wichern, Pearson Publications 4. Business Forecasting: A Practical Approach, A. Reza Hoshmand 5. Statistics and Data Analysis for Financial Engineering: with R examples; David Ruppert, David S. Matteson, Springers. 6. Practical Time Series Forecasting with R: A Hands-On Guide" by Galit Shmueli, Kenneth C. Lichtendahl Jr.
102.	**Reference Books:** 1. Damodar Gujarati & Dawn Porter, Sangeetha Gunasekar, "Basic Econometrics", 5th 2. Edition McGraw Hill Education (India) Private Limited. 3. Peter Kennedy, "A Guide to Econometrics", 6th Edition -Wiley. 4. Analysis of Economic Data, Gary Koop, (4th Edition), Wiley. 5. Time Series Analysis and Its Applications: With R Examples" by Robert H. Shumway, David S. Stoffer

Learning Resources	
103.	**Journals & Periodicals:** **Journal of Financial Analytics:**Advanced methods in finance using analytics and data modeling, Publisher: IGI Global **Journal of Finance and Data Science:**Finance, machine learning, and data science applications in markets, Publisher: Elsevier **The Accounting Review,**Empirical research and analytics in accounting and financial reporting, Publisher: American Accounting Association **Harvard Business Review (HBR) – Finance Section** Real-world applications and decision-making with financial data **Website: https://hbr.org** CFO Magazine Focus on financial strategy, analytics, and corporate finance insights **Website: https://www.cfo.com** **Bloomberg Businessweek – Finance & Markets Section** Updates on financial markets, analytics tools, and economic trends **Website: https://www.bloomberg.com/businessweek**
104.	**Other Electronic Resources:** https://www.investopedia.com https://finance.yahoo.com https://www.kaggle.com

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

Mapping of PSOs & COs

CO	PSO1	PSO2	PSO3	PSO4
CO 1	3	2	3	3
CO 2	3	3	3	3
CO 3	3	3	3	3
CO 4	3	2	3	3
Average Mapping Score	3.00	2.50	3.00	3.00

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

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5
CO1	2	3	1	1	2
CO2	2	1	1	1	3
CO3	2	1	1	1	3
CO4	2	1	1	1	3
CO5	2	1	1	1	3
Average Mapping Score	2.0	1.4	1.0	1.0	2.8

Mapping Key: High = 3, Medium = 2, Low = 1

COURSE CODE BBAHR602	COURSE NAME Industrial Relations and Labour Laws	SEMESTER VI

Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45	0	15	60	3	0	1	4

Course Pre-requisites	Fundamental knowledge about Human Resource Management
Course Category	Elective / Specialization Course
Course focus	Skills, Employability and Entrepreneurship
Rationale	• To analyze the nature, scope and evolution of industrial relations, in India. • To evaluate the role of the government in industrial relations, including state intervention. • To critically examine the concept of workers' participation, including its purpose, types, and government policies. • To apply the provisions of labour laws to real-world scenarios, including understanding their scope and extent, definitions, and procedures. • To synthesize information from various acts related to labor welfare to realize their overall impact on labor welfare in India.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	• To analyze the nature, scope and evolution of industrial relations, in India. • To evaluate the role of the government in industrial relations • To demonstrate a comprehensive understanding of workers' participation • To apply the provisions of labor laws to real-world situations. • To synthesize information from various acts related to labor welfare

Course Content	Weightage	Contact hours
Unit 1: Industrial Relations in a Competitive Frame Work 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.	**25**	**15**
Unit 2: The Role of Government In Industrial Relations 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, and promoting alternative dispute resolution mechanisms.	**25**	**15**
Unit 3: Workers Participation. 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.	**25**	**15**
Unit 4: The Industrial Disputes Act 1947 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.	**25**	**15**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	Blooms' Taxonomy Domain
After successful completion of the above course, students will be able to:	
CO1. Explain the concept, scope, and evolution of Industrial Relations in India and describe the role of Trade Unions and the ILO in shaping the industrial relations framework.	**Understand**
CO2. Interpret the role of the government and legal machinery such as labour courts, tribunals, boards, and arbitration in managing industrial relations and resolving industrial disputes.	**Understand**
CO3. Apply the concepts and structures of workers' participation in management, including quality circles, with reference to Indian organizational case studies.	**Apply**
CO4. Analyze major labour laws such as the Industrial Disputes Act, 1947 and the Factories Act, 1948 with respect to key provisions, procedures, and dispute-resolution mechanisms.	**Analyze**
CO5: Evaluate the effectiveness of labour laws in improving organizational performance and maintaining harmonious industrial relations.	**Evaluate**

Learning Resources	
105.	**Textbook:** 1. Kapoor N.D. (2012). Elements of industrial law (11th ed.). New Delhi: Sultan Chand & Sons 2. Venkataratnam C.S. (2011), Industrial relations (1sted.). New Delhi: Oxford University Press. 3. Labour Laws for Managers By: B.D. Singh 2nd edition Excel Books

Learning Resources	
106.	**Reference Books:** 4. Mamoria CB, Mamoria, Gankar - Dynamics of Industrial Relations (Himalaya Publications, 15 Ed.) 5. Singh B.D; Industrial Relations, Second Edition, Excel Publishers. 6. Sinha; Industrial Relations, Trade Unions and Labour Legislation (Pearson Education, 1 st Ed.) 7. Srivastava SC - Industrial Relations and Labour Laws (Vikas, 2000, 4th Ed.) 8. VenkataRatnam – Industrial Relations (Oxford, 2006, 2ndEd.) 9. Indian Law Institute, Labour Law and Labour Relations-Cases and Material, Bombay,Tripathi, 10. S.N. Mishra, Labour and Industrial Laws, Allied Publications, New Delhi, 11. Debi S. Saini, Redressal of Labour Grievances¸ Claims and Disputes, Oxford University Press 12. SarmaA.M. (2013), Industrial Relations, (10th ed.), Mumbai: Himalaya Publishing House. 13. MonappaArun, NambudiriRanjeet and SelvarajPatturaja (2013), Industrial relations and LaborsLaws (3nd ed,). New Delhi: Tata Mac Graw Hill Publishing Company Limited. 14. PattnayakBiswajeet (2006), Human Resource Management, (3rd ed.), New Delhi: Prentice Hall of India Pvt Ltd 15. Punekar S.D., Deodhar S.B., SankaranSaraswathi (2011), Labour Welfare, Trade Unionism and Industrial Relations, ((14th rf.), Mumai: Himalaya Publishing House 16. Legal Aspects of Business, Text, Jurisprudence, and Cases, By: Daniel Albuquerque, Oxford University Press, New Delhi.

Learning Resources	
107.	**Journals & Periodicals:** 17. Industrial Relations Journal 18. Journal of Labor Research 19. Journal of Industrial Relations 20. Work, Employment and Society 21. Employee Responsibilities and Rights Journal 22. Comparative Labor Law and Policy Journal 23. Labor Studies Journal
108.	**Other Electronic Resources:** www.onllinelibrary.wiley.com https://labour.gov.in/ https://indianlabourlaw.blogspot.com/ https://labourlawreporter.com/ https://www.ilo.org/global/lang--en/index.htm

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

Mapping of PSOs & COs

CO	PSO1	PSO2	PSO3	PSO4
CO 1	3	2	3	3
CO 2	3	3	3	3
CO 3	3	3	3	3
CO 4	3	2	3	3
Average Mapping Score	3.00	2.50	3.00	3.00

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

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5
CO1	3	1	1	2	1
CO2	2	1	2	1	3
CO3	3	2	1	3	3
CO4	2	3	2	1	2
CO5	2	2	3	1	2
Average Mapping Score	2.4	1.8	1.8	1.6	2.2

Mapping Key: High = 3, Medium = 2, Low = 1

COURSE CODE BBA603	COURSE NAME Corporate Governance	SEMESTER VI

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
30	0	0	30	2	0	0	2

Course Pre-requisites	To successfully engage with this course, students should have: • Basic understanding of business management and corporate structure, including familiarity with terms such as shareholders, directors, and corporate law. • Completed introductory courses in Business Law, Corporate Law, or Business Management. • A foundational knowledge of accounting, ethics, and strategic management will also support better comprehension of the governance frameworks and real-world failures discussed in the course.
Course Category	Core Subject
Course focus	Skills, Employability and Entrepreneurship

Rationale	In the modern business landscape, strong corporate governance is essential for ensuring ethical behavior, transparency, accountability, and long-term sustainability of corporations. This course is designed to: • Prepare students to recognize and evaluate governance practices within organizations. • Equip future managers and leaders with the ability to identify governance risks, understand board dynamics, and navigate complex stakeholder relationships. • Build awareness of regulatory expectations and international governance practices, helping students align organizational conduct with global standards. • Encourage ethical decision-making by understanding the causes and consequences of major corporate failures. • Support students in becoming responsible professionals who can contribute to strengthening governance structures within their future organizations.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	• Explain the evolution, principles, and importance of Corporate Governance and its relevance to ethical and sustainable business practices. • Analyse major global corporate failures by applying international corporate governance codes and best practices. • Examine the structure and functioning of boards and board committees and assess governance mechanisms such as insider trading regulation, shareholder activism, whistleblowing, class action suits, and CSR. Evaluate the Indian corporate governance regulatory framework and critically assess governance failures and recurring governance issues in Indian companies.

Course Content	Weightage	Contact hours
UNIT 1: Conceptual Framework of Corporate Governance Corporate Governance: Meaning, significance, and principles; Management and corporate governance; Theories of Corporate Governance: Agency Theory, Stewardship theory, Stakeholders' Theory; One Tier and Two-Tier Boards.	**25**	**7**
UNIT 2: Corporate Governance and Role of Stakeholders Board composition: Executive directors, non-executive directors and independent directors; Role of Board and board committees; Insider Trading; Shareholder activism; Class action suits; Whistleblowing Mechanism, CSR and Corporate Governance	**25**	**8**
UNIT 3: Global Corporate Failures and International Codes Maxwell (UK), Enron (USA); Sir Adrian Cadbury Committee Report 1992, SOX Act 2002, OECD Principles of Corporate Governance.	**25**	**7**
UNIT 4: Corporate Governance Regulatory Framework in India and Corporate Failures in India. Kumar Mangalam Birla Committee (1999), NR Narayana Murthy Committee (2005) and Uday Kotak Committee (2017); Regulatory framework: Relevant provisions of Companies Act, 2013, SEBI: Listing Obligations and Disclosure Requirements Regulations (LODR), 2015.Satyam Computer Services Ltd, Kingfisher Airlines, PNB Heist; ICICI Bank; Common Governance Problems in various Corporate Failures in India and abroad.	**25**	**8**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: Explain the concept, significance, and theoretical foundations of corporate governance in contemporary business organizations.	**Understand**
CO2: Interpret the roles of key stakeholders and assess governance mechanisms such as insider trading regulation, shareholder activism, and corporate social responsibility.	**Understand**
CO3: Analyze major global corporate failures and evaluate international corporate governance codes developed in response to these failures.	**Analyze**
CO4: Critically examine the Indian corporate governance regulatory framework and assess governance issues arising from major corporate failures in India.	**Analyze**
CO5: Evaluate corporate governance laws and regulations to support ethical, transparent, and sustainable business decision-making.	**Evaluate**

Learning Resources	
109.	**Textbook:** • Corporate Governance BY Satheesh Kumar, T. N., Oxford University Press • Corporate Governance, Business Ethics and CSR: (with Case Studies and Major Corporate Scandals) BY Sharma, J. P., Ane Books Pvt. Ltd
110.	**Reference Books:** • Corporate Governance BY Monks, R. A. G., & Minow, N., John Wiley & Sons • Corporate Governance Under the SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015.BY Roy Chowdhury Ghosh, A. • Insider Trading Regulation 2015 BY Aparajita, S., & Rhudra, R., GNLU Law Review, Vol. 4
111.	**Journals & Periodicals:** • Corporate Governance: An International Review Publisher: Wiley • Indian Journal of Corporate Governance Publisher: SAGE Publications India • Economic & Political Weekly (EPW) Focus: In-depth analyses on corporate regulations, governance reforms, ethics in business, and financial law. https://www.epw.in • Business Standard – Corporate Governance Section Focus: Real-time coverage of governance issues, SEBI actions, boardroom practices, and regulatory changes in India. https://www.business-standard.com The Chartered Secretary (ICSI Journal) Published by: Institute of Company Secretaries of India (ICSI)
112.	**Other Electronic Resources:** • https://www.sebi.gov.in • https://www.oecd.org/corporate/

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

Mapping of PSOs & COs

CO	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO 1	3	2	3	3
CO 2	3	3	3	3
CO 3	3	3	3	3
CO 4	3	2	3	3
Average Mapping Score	3.00	2.50	3.00	3.00

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

CO-PO Mapping

CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	3	1	3	1	1
CO2	2	2	3	3	2
CO3	3	1	2	2	3
CO4	2	1	2	3	3
CO5	2	1	3	1	3
Average Mapping Score	2.4	1.2	2.6	2.0	2.4

Mapping Key: High = 3, Medium = 2, Low = 1

COURSE CODE AECC601	COURSE NAME Indian Constitution	SEMESTER VI

Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
30	0	0	30	2	0	0	2

Course Pre-requisites	1. Basic understanding of Indian polity and governance (recommended completion of an introductory course on the Indian Constitution or Political Science). 2. Familiarity with key economic concepts such as fiscal policy, federalism, and economic justice. 3. Proficiency in legal terminology and interpretation is beneficial but not mandatory.
Course Category	Value Added Course
Course focus	Skills
Rationale	1. Develop an understanding of the Indian Constitution beyond legal and political lenses, emphasizing its significance for business students. 2. Recognize the importance of comprehending constitutional basics and their impact on trade, economy, and business practices. 3. Analyze the inclusion of economic justice in the preamble and its implications for post-colonial economic policies. 4. Explore the legal history of competing claims between economic development and principles of equity and justice in India. 5. Examine the transition from state-led industrialization to liberalization, highlighting the constitutional underpinnings of these economic shifts. 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.

Course Objectives (As per Blooms' Taxonomy)	Explain the historical evolution of the Indian Constitution as an economic document, including the significance of the Preamble, constitutional design, and economic justice. Describe the constitutional provisions related to fundamental rights, duties, and the freedom to practice trade, profession, and business under Article 19(1)(g). Analyze the principles of fiscal federalism, trade and commerce provisions, and constitutional mechanisms governing economic relations between the Union and States. Evaluate landmark constitutional judgments and regulatory decisions that have shaped India's economic and business environment. Apply constitutional principles and judicial interpretations to contemporary economic, business, and regulatory issues in India.
Course Revision/ Approval Date:	

Course Content	Weightage	Contact hours
Unit 1 An Economic History of the Constitution of India 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	**20%**	**7**
Unit 2 Fundamental Rights and Business in India 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.	**30%**	8
Unit 3 Fiscal Federalism 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.	**20%**	**7**
Unit 4 Constitutional battles that shaped the economy 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, Demonetization, Aadhaar, the lifting of restrictions on dealing in cryptocurrencies	**30%**	**8**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	Blooms' Taxonomy Domain
After successful completion of the above course, students will be able to:	
CO1: Identify key constitutional provisions and articles related to economic governance, business rights, trade, and fiscal federalism.	**Remember**
CO2: Explain the historical and economic foundations of the Indian Constitution and their relevance to contemporary governance. Analyze the principles and challenges of fiscal federalism, trade, and economic relations under the Constitution of India.	**Understand**
CO3: Apply constitutional principles and judicial interpretations to evaluate current business regulations and economic policies.	**Apply**
CO4: Examine the relationship between constitutional law, economic justice, and democratic governance through landmark case studies. Critically analyze the balance between fundamental rights and reasonable restrictions in the context of trade, profession, and business activities.	**Analyze**
CO5: Assess the impact of constitutional judgments, amendments, and regulatory policies on India's economic and business environment.	**Evaluate**
CO6: Judge the effectiveness of fiscal policies within the framework of fiscal federalism.	Evaluate

Learning Resources	
4.	**Textbook:** 5. The Oxford Handbook of the Indian Constitution, Oxford university press. Cases 6. Rustom Cavasjee Cooper v. Union of India, (1970) 1 SCC 248

Learning Resources	
	Reference Books: Chintamanrao v. The State of Madhya Pradesh, AIR 1951 SC 118 (scope of reasonable restrictions in relation to trade and occupation) ● 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) ● T. B. Ibrahim v. Regional Transport Authority. Tanjore, AIR 1953 SC 79 ● Harman Singh v. RTA, Calcutta, AIR 1954 SC 190 ● Dwarka Prasad Laxmi Narain v. State of U.P., AIR 1954 SC 224 ● State of Bombay v. R.M.D. Chamarbaugwala, AIR 1957 SC 699 ● Parbhani Transport Coop. Society Ltd. v. Regional Transport Authority, Aurangabad, AIR 1960 SC 801 Model curriculum for UG Degree in BBA 67 ● State of Bombay v. R. M. D. Chamarbaugwala, (1957) S.C.R. 874, ● G.K.Krishnan vs State of Tamil Nadu, 1975 SCC (1) 375 ● Automobile Transport (Rajasthan) Ltd. Vs State of Rajasthan, AIR 1962 SC 1406
7.	**Journals & Periodicals:** • Economic and Political Weekly (EPW) • Indian Journal of Constitutional Law. • National Law School of India Review. • Journal of Indian Law and Society. • The Indian Journal of Economics.
8.	**Other Electronic Resources:** Websites of the Supreme Court of India and High Courts (for judgments and case laws). National Informatics Centre (NIC) - *Online Constitution Repository.* Blogs: *Indian Constitutional Law and Philosophy* and *SpicyIP.* Online courses and resources from platforms like Coursera, edX, and SWAYAM.

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation — 10 marks Quiz — 5 marks Case Study/ Research Paper — 15 marks Presentation on Current Trends — 10 marks

Mapping of PSOs & Cos

	PSO1	PSO2	PSO3	PSO4
CO1	3	2	2	1
CO2	2	3	2	2
CO3	2	2	3	2
CO4	2	2	2	3
CO5	2	2	2	2
Avg	**2.2**	**2.2**	**2.2**	**2.0**

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5
CO1	3	1	2	2	1
CO2	3	1	2	1	3
CO3	2	1	2	1	3
CO4	2	1	3	1	3
CO5	3	1	3	1	3
CO6	2	1	2	1	3
Avg.	**2.5**	**1.0**	**2.33**	**1.17**	**2.67**

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High)

COURSE CODE VACC601	COURSE NAME Communicative English & Employability Skills (Communication & Industry Readiness)	SEMESTER 6

Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
30	0	0	30	2	0	0	2

Course Pre-requisites	
Course Category	Skill Enhancement / Employability Development
Course focus	Interview Techniques, Career Planning, Digital Literacy
Rationale	To ensure students are interview-ready, capable of setting career goals, and proficient with digital employment platforms.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	To familiarize learners with key interview formats and commonly asked questions for effective interview preparation. To develop learners' understanding of career planning tools for informed goal setting and career decision-making. To enable learners to design professional digital profiles and job search strategies using online employment platforms. To enhance learners' ability to evaluate interview performance and assess suitable career options. To analyze online professional networking platforms for career growth and employability.

Course Content	Weightage	Contact hours
UNIT 1: Communicative English practice exercises on nouns, verbs, adjectives, adverbs; Letter writing; Creative Writing; Business Etiquette; Leadership styles Interview Skills, Mock interviews, Common interview questions, STAR method (Situation, Task, Action, Result)	**20%**	**10**
UNIT 2: Goal Setting & Career Planning; SMART goals, Career path awareness. Self-assessment tools (SWOT analysis)	**20%**	**10**
UNIT 3: Transactional Analysis; Digital Literacy, Online job portals, LinkedIn profile building; GD, Debates & Mock interviews; Problem-solving skills; Conflict resolution; Professionalism & Networking	**20%**	**10**

Learning Resources	
1	**Textbook:** *How to Win at the Job Interview* by Brenda Greene
2	**Reference Books:** • Cracking the Code to a Successful Interview by Evan Pellett • What Color Is Your Parachute? by Richard N. Bolles • LinkedIn for Dummies by Joel Elad
3	**Journals & Periodicals:** Journal of Business Communication Harvard Business Review (Communication section)
4	**Other Electronic Resources:** Grammarly, Duolingo, LinkedIn Learning, TEDx videos

Evaluation Scheme	**Total Marks: 100**
End Semester Marks	40 marks
Continuous Evaluation 60 marks	Class Participation: 20 marks Quiz: 5 marks Skill Enhancement activities/ Case Study/ Report Writing: 25 marks Presentation: 10 marks
Course Outcomes	CO1: Explain common interview formats and respond effectively to standard interview questions using appropriate techniques. CO2: Apply career planning tools such as SWOT analysis and SMART goals for structured career development. CO3: Create professional digital profiles and implement effective job search strategies using online platforms. CO4: Assess interview performance and evaluate suitable career pathways based on self-assessment outcomes. CO5: Analyze professional networking platforms to build industry connections and demonstrate workplace professionalism.

Mapping of PSOs & Cos

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	1	1
CO2	2	2	1	1	1
CO3	1	1	1	1	1
CO4	2	2	2	2	2
CO5	2	1	1	1	1
Avg.	2.0	1.6	1.2	1.2	1.2

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

Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	3	1
CO2	2	3	1	1	2
CO3	3	2	1	2	2
CO4	1	3	1	1	3
CO5	1	3	1	2	3
Avg.	2.0	2.6	1.0	1.8	2.2

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High)

The End