COURSE CURRICULUM

(*Integrated BBA MBA with AI in Business*)

W.E.F: AY 2026 - 29
ACADEMIC YEAR: 2026 - 27
Updated on: 30th July, 2026

GSFC University
School of Management and 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 Outcome (PO)

No.	Program Outcomes (POs) By the end of the Program, the Graduate will be	Blooms' Taxonomy Domain	Blooms' Taxonomy Subdomain
PO1	Utilize AI tools, data analytics, and business intelligence techniques for informed decision-making.	Cognitive Mental Ability	APPLY
PO2	Analyze business problems using quantitative and qualitative techniques.	Cognitive Mental Ability	CREATE
PO3	Design and implement AI-driven solutions in various business functions.	Affective, Emotional, Attitude	APPLY
PO4	Conduct research and apply business research methodologies in real-world contexts.	Affective, Emotional, Attitude	UNDERSTAND
PO5	Pursue careers as Business Analysts, Data Analysts, AI-enabled Managers, Entrepreneurs, or Researchers.	Psychomotor Physical Ability	EVALUATE

Program Specific Outcome (PSO)

No.	Program Specific Outcomes (PSOs)	Blooms' Taxonomy Domain	Blooms' Taxonomy Subdomain
PSO1	To prepare graduates who will be industrial ready, futuristic approach, encouraging student-centric culture.	Cognitive Mental Ability	CREATE
PSO2	To prepare graduates who will be proficient in business communication and use of contemporary technologies with academic excellence and pedagogical innovations.	Cognitive Mental Ability	EVALUATE
PSO3	To prepare graduates with managerial competencies that act as foundation for their successful professional and personal development.	Psychomotor Physical Ability	ANALYSE
PSO4	To prepare graduates with comprehensive exposure of basic business situations and encourage them to pursue life-long learning to fulfill their goals.	Affective, Emotional, Attitude	APPLY

Mapping of POs & PSOs

PSO \ PO	PO1	PO2	PO3	PO4	PO5
PSO1	3	2	3	2	3
PSO2	3	2	3	2	1
PSO3	2	3	2	2	3
PSO4	1	3	1	3	2

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

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

The BBA–MBA Integrated Program with Artificial Intelligence (AI) is a five-year combined degree that seamlessly integrates undergraduate and postgraduate business education into a single structured course. It provides a strong foundation in business fundamentals along with AI-driven tools, data analytics and advanced management concepts, fostering strategic thinking and leadership development.

The program blends theoretical learning with practical exposure through case studies, internships, live projects, and industry interaction, while incorporating AI applications across domains such as marketing, finance, HR, and operations. It equips students with data-driven decision-making skills and technological competence, preparing them for managerial roles, AI-enabled business functions, entrepreneurship, and global careers in a digital economy.

Integrated BBA- MBA with AI in Business

TEACHING SCHEMES + SYLLABUS

W.E.F: AY 2026 – 27

COURSE MATRIX

CREDIT DISTRIBUTION FOR INTEGRATED BBA-MBA WITH AI IN BUSINESS (TEACHING SCHEME)

Semester	Core Courses	Ability Enhancement Courses	Value added Courses	Skill Enhancement courses	Total
I	18	2	4	0	24
II	16	2	1	2	21
III	18	2	2	2	24
IV	18	2	2	2	24
V	12	2	4	2	20
VI	14	2	2	4	22
VII	16	0	0	4	20
VIII	16	0	0	4	20
IX	20	0	0	0	20
X	22	0	0	0	22
TOTAL	**170**	**12**	**15**	**20**	**217**

Teaching Scheme (Integrated BBA-MBA with AI in Business)

Total Credits: 217
Core courses credits: 170
Ability Enhancement Courses credits: 12
Value Added Courses credits: 15
Skill Enhancement Courses credits:20

GSFC UNIVERSITY, VADODARA

Teaching and Examination Scheme

School of Management and Entrepreneurship

Academic Session: 2026-27 **Program: Integrated BBA-MBA with AI in Business** **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	BBAAI101	Introduction to Artificial Intelligence (AI)	Core	3	1	0	4	-	20	40	40	-	-	100
5	AECC111	Fundamentals of English	AECC	1	1	0	2	-	20	40	40	-	-	100
6	VACC101	Foundation Course	VAC	2	0	4	2	2	20	40	40	-	-	100
7	VACC105	Yoga and Wellness	VAC (Elective)	1	0	2	1	2	20	40	40	-	-	100
	VACC106	Introduction to IKS		2	0	0	2	-	20	40	40	-	-	
	VACC301	Vedic Mathematics		2	0	0	2	-	20	40	40	-	-	
							24							**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
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Dr. Jahnavi Bansal

Dean
Dr. Abha Kalaiya

GSFC UNIVERSITY, VADODARA

Teaching and Examination Scheme

School of Management and Entrepreneurship

Academic Session: 2026-27 **Program: Integrated BBA-MBA with AI in Business** **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	BBAAI201	Advanced Excel for Business Analytics	Core	3	1	0	4	0	20	40	40	0	0	100
5	AECC211	Communication Skills in English	AECC	2	0	0	2	0	20	40	40	0	0	100
6	VACC201	Tinkering & Mentoring	VAC	0	0	2	0	1	20	40	40	0	0	100
7	BBA205	Internship	SEC	0	0	2	0	2	00	00	00	50	50	100
Total							**18**	**3**						**700**

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Teaching and Examination Scheme

School of Management and Entrepreneurship

Academic Session: 2026-27` **Program: Integrated BBA-MBA with AI in Business** **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 (MIS)	Core	2	0	0	2	-	20	40	40	-	-	100
5	BBAAI301	Data Analysis using SPSS	Core	3	1	0	4	-	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	VACC	2	0	0	2	0	0	60	0	0	40	100
Total							**22**	**2**						**800**

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Teaching and Examination Scheme

School of Management and Entrepreneurship

Academic Session: 2026-27 **Program: Integrated BBA-MBA with AI in Business** **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	BBAAI401	Data Visualization using Power BI	Core	3	1	0	4	-	20	40	40	-	-	100
6	AECC401	Environmental Studies	AECC	2	0	0	2	-	20	40	40	-	-	100
7	BBA406	Internship (REEP)	SEC	0	0	4	-	2	20	40	40	-	-	100
8	VACC402	Communicative English and Employability Skills IV	VAC	2	0	0	2	0	0	60	0	0	40	100
Total							**22**	**2**						**800**

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Academic Session: 2026-27 **Program: Integrated BBA-MBA with AI in Business** **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	BBA405	HR Analytics	Core	3	1	0	4	-	20	40	40	-	-	100
3	BBAAI501	Data Visualization using Tableau	Core	3	1	0	4	-	20	40	40	-	-	100
4	BBA503	Internship	SEC	0	0	4	-	2	20	40	40	-	-	100
5	AECC601	Indian Constitution	AECC	2	0	0	2	-	20	40	40	-	-	100
6	NOC01	NPTEL (SWAYAM)	VAC	0	0	4	-	2						100
7	VACC501	Communicative English and Employability Skills V	VAC	2	0	0	2	0	0	60	0	0	40	100
Total							**16**	**4**						**700**

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Academic Session: 2026-27 **Program: Integrated BBA-MBA with AI in Business** **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	BBAFM602	Financial Analytics	Core	3	1	0	4	-	20	40	40	-	-	100
2	BBAMM602	Digital Marketing	Core	3	1	0	4	-	20	40	40	-	-	100
3	BBA603	Corporate Governance	Core	2	0	0	2	-	20	40	40	-	-	100
4	BBAAI601	Digital Transformation and Emerging Technologies	Core	3	1	0	4	-	20	40	40	-	-	100
5	BBA604	Project Work	SEC	2	-	4	2	2	-	-	-	50	50	100
6	AECC501	Disaster Risk Management	AECC	2	0	0	2	-	20	40	40	-	-	100
7	VACC601	Communicative English and Employability VI	VAC	2	0	0	2	0	0	60	0	0	40	100
Total							**20**	**2**						**700**

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Teaching and Examination Scheme
School of Management and Entrepreneurship

Academic Session: 2026-27 **Program: Integrated BBA-MBA with AI in Business** **Semester: VII**

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	MBA1001	Accounting for Managers	Core	3	0	0	3	-	20	40	40	0	0	100
2	MBA1004	Managerial Economics	Core	3	0	0	3	-	20	40	40	0	0	100
3	MBA1005	Quantitative Techniques	Core	3	0	0	3	-	20	40	40	0	0	100
4	MBA2005	Business Research Methods	Core	3	0	0	3	-	20	40	40	0	0	100
5	MBAAI101	Intelligent Decision Support Systems	Core	3	1	0	4	0	20	40	40	0	0	100
6	MBA1009	Internship (REEP)	SEC	0	0	4	0	2	0	50	0	0	50	100
7	VAC1001	Communicative English and Employability Skills I	VAC	2	0	0	2	0	0	60	40	0	0	100
Total							**18**	**02**						**700**

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Teaching and Examination Scheme

School of Management and Entrepreneurship

Academic Session: 2026-27 **Program: Integrated BBA-MBA with AI in Business** **Semester: VIII**

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	MBA2010	Advanced Marketing Management	Core	3	1	0	4	-	20	40	40	0	0	100
2	MBA1007	Corporate Law	Core	3	0	0	3	-	20	40	40	0	0	100
3	MBAAI201	AI-Driven Business Strategy and Innovation	Core	3	1	0	4	-	20	40	40	0	0	100
4	MBA2008	Indian Ethos & Business Ethics	Core	2	0	0	2	-	20	40	40	0	0	100
5	MBA1006	Organization Behaviour	Core	3	0	0	3	0	20	40	40	0	0	100
6	MBA2009	Summer Internship Project	SEC	0	0	4	0	2	0	50	0	0	50	100
7	VAC2001	Communicative English and Employability Skills II	VAC	2	0	0	2	0	0	60	0	0	40	100
Total							**18**	**02**						**700**

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GSFC UNIVERSITY, VADODARA

Teaching and Examination Scheme

School of Management and Entrepreneurship

Academic Session: 2026-27 **Program: Integrated BBA-MBA with AI in Business** **Semester: IX**

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	MBA3001	Supply Chain Management	Core	4	0	0	4	-	20	40	40	0	0	100
2	MBA3002	Operation Research	Core	4	0	0	4	-	20	40	40	0	0	100
3	MBA3005	Advanced Strategic Management	Core	4	0	0	4	-	20	40	40	0	0	100
4	MBA3004	Internship (Multidisciplinary Action Project) (MAP)	Core	2	0	4	2	2	20	40	40	0	0	100
5	MBAAI301	Generative AI and Business Automation	Core	3	1	0	4	0	20	40	40	0	0	100
Total							**18**	**02**						**500**

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Teaching and Examination Scheme

School of Management and Entrepreneurship

Academic Session: 2026-27 **Program: Integrated BBA-MBA with AI in Business** **Semester: X**

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	MBA4001	Project Management	Core	4	0	0	4	-	20	40	40	0	0	100
2	MBA4002	Internship (Research Project Dissertation)	Core	2	0	8	2	4	20	40	40	0	0	100
3	MBAAI403	Ethics, Governance and Responsible AI	Core	3	1	0	4	-	20	40	40	0	0	100
4	MBA4003	Advanced Financial Management	Core	4	0	0	4	-	20	40	40	0	0	100
5	MBA4004	Advanced Human resource Management	Core	4	0	0	4	0	20	40	40	0	0	100
Total							**18**	**04**						**500**

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SEMESTER I
SYLLABUS

COURSE CODE BBA101	COURSE NAME Principles and Practices of Management	SEMESTER 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 understand the basic concepts, principles, and theories of management. • To examine the essential functions of managers. • To analyze the impact of globalization, diversity, and ethics on management. • To develop skills in strategic planning, decision-making, and leadership.
Course Revision/ Approval Date:	13th BOS held on 14th May 2026
Course Objectives (As per Blooms' Taxonomy)	• To understand the basic concepts, principles, and theories of management. • To examine the essential functions of managers. • To analyze the impact of globalization, diversity, and ethics on management. • To develop skills in strategic planning, decision-making, and leadership.

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:
2.	**Reference Books:** 1. Indian Business Rising: The Contemporary Indian Way of Conducting Business-And How It Can Help You Improve Your Business | 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	10 Marks
Case Study/ Research Paper	15 Marks
Presentation on Current Trends	10 Marks

Mapping of PSOs & COs

CO	PSO1	PSO2	PSO3	PSO4
CO1	1	2	2	2
CO2	3	2	3	2
CO3	3	2	3	2
CO4	2	2	3	3
CO5	3	2	3	3
Average	2.4	2.0	2.8	2.4

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

Mapping of POs & COs

CO	PO1	PO2	PO3	PO4	PO5
CO1	2	2	1	1	1
CO2	3	2	2	2	2
CO3	3	2	2	2	2
CO4	2	3	1	3	2
CO5	2	3	1	3	3
Average	2.4	2.4	1.4	2.2	2.0

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

COURSE CODE BBA102			COURSE NAME Financial Accounting			SEMESTER I	
Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45	0	15	60	3	1	0	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 provide an understanding of application of various principles and practice of accounting. • To demonstrate the knowledge on the process of accounting cycle and basic steps involved in accounting. • To apply the knowledge of systematic maintenance of books of accounts to real life business. • To estimate Annual Financial statements of Sole proprietorship and Company form of business.
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. • To analyze and prepare company final accounts and understand sustainable accounting practices.

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	

1.	**Textbook:** 1. Jain S.P.,& Narang K L. . Basic Financial Accounting I, New Dehli, Kalyani publishers. Kimmel, Financial accounting, Wiley Publications 2. Gupta, A.. Financial Accounting for Management: An Analytical Perspective, Noida, Pearson Education.
2.	**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
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: 10 Marks Case Study/ Research Paper: 15 Marks Presentation on Current Trends: 10 Marks

Mapping of PSOs & COs

CO	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	1	2	2	2
CO2	3	2	3	2
CO3	3	2	3	2
CO4	2	2	3	3
CO5	3	2	3	3
Average	2.4	2.0	2.8	2.4

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

Mapping of POs & COs

CO	PO1	PO2	PO3	PO4	PO5
CO1	2	3	1	1	1
CO2	3	3	2	2	2
CO3	3	3	2	2	2
CO4	2	3	1	3	2
CO5	2	3	1	3	3
Average	2.4	3.0	1.4	2.2	2.0

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

COURSE CODE BBA103	COURSE NAME Business Statistics and Logic	SEMESTER 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)

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 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	
1.	**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

2.	**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.**
3.	**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.
4.	**Journals & Periodicals:**
5.	**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	10 Marks
Case Study/ Research Paper	15 Marks
Presentation on Current Trends	10 Marks

Mapping of PSOs & COs

CO	PSO1	PSO2	PSO3	PSO4
CO1	1	1	1	3
CO2	1	2	1	3
CO3	3	2	3	3
CO4	2	2	3	3
CO5	3	2	3	3
Average	2.0	1.8	2.2	3.0

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

Mapping of POs & COs

CO	PO1	PO2	PO3	PO4	PO5
CO1	2	2	1	1	1
CO2	2	3	1	1	1
CO3	3	3	3	2	2
CO4	2	3	2	3	2
CO5	2	3	2	3	3
Average	2.2	2.8	1.8	2.0	1.8

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

COURSE CODE BBA104	COURSE NAME INTRODUCTION TO INDIAN KNOWLEDGE SYSTEM (IKS)	SEMESTER I

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

Course Pre-requisites	Nil
Course Category	Value Added Course (VAC)
Course focus	Indian Heritage, Indigenous Knowledge, Ethics, Sustainable Development, and Holistic Education.
Rationale	Indian civilization has developed one of the world's oldest and most comprehensive systems of knowledge, encompassing philosophy, mathematics, astronomy, medicine, governance, architecture, environmental conservation, and education. The National Education Policy (NEP) 2020 advocates integrating Indian Knowledge Systems (IKS) into higher education to foster cultural rootedness, critical thinking, ethical values, and multidisciplinary learning. This course introduces students to the historical evolution, philosophical foundations, scientific achievements, and contemporary relevance of Indian Knowledge Systems. It aims to help learners appreciate India's intellectual heritage while understanding its applications in addressing modern societal and global challenges.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	1. **Remember:** To identify and recall the major sources, concepts, and branches of the Indian Knowledge System. 2. **Understand:** To explain the contributions of ancient Indian traditions in education, mathematics, astronomy, medicine, governance, and ethics. 3. **Apply:** To relate the principles of Indian Knowledge Systems to present-day issues of sustainability, leadership, and societal development. 4. **Analyze:** To compare traditional Indian knowledge frameworks with contemporary scientific and educational paradigms. 5. **Create:** To formulate innovative ideas and solutions by integrating indigenous knowledge with modern practices.

Course Content	Weightage	Contact hours
Unit 1: Foundations of Indian Knowledge System Meaning, objectives, and scope of IKS.• Evolution of Indian civilization and knowledge traditions.• Vedas, Upanishads, Itihasas, and Puranas as repositories of knowledge.• Guru-Shishya Parampara and Ancient Indian Universities (Takshashila, Nalanda , Vikramashila).	30%	10

Unit 2: Scientific and Intellectual Heritage of India • Indian Mathematics: Decimal system, Zero, Algebra, Vedic Mathematics.• Astronomy and Cosmology: Aryabhata, Varahamihira, Bhaskara.• Ayurveda and traditional healthcare systems.• Contributions to Architecture, Metallurgy, Agriculture, and Water Management.	40%	10
Unit 3: Contemporary Relevance of IKS • Indian Ethics and Value Systems.• Arthashastra and principles of governance.• Environmental sustainability in Indian traditions.• Indian Knowledge System and NEP 2020.• Global relevance and future prospects of IKS.	30%	10

Instructional Method and Pedagogy

The course will be delivered through interactive lectures, case studies, storytelling, group discussions, documentary screenings, reflective writing, and seminar presentations. Students will critically examine indigenous knowledge traditions and explore their application in contemporary society through multidisciplinary perspectives. Activity-based learning, heritage studies, and local case examples will be incorporated wherever feasible.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: Recall and describe the origin, evolution, and major sources of Indian Knowledge Systems.	Remember
CO2: Explain the contributions of Indian traditions in mathematics, astronomy, medicine, and education	Understand
CO3: Apply the principles of Indian ethics sustainability, and governance to contemporary situations	Apply
CO4: Analyze the similarities and differences between indigenous knowledge systems and modern scientific approaches	Analyze
CO5: Develop innovative ideas integrating Indian Knowledge Systems with present-day societal and environmental challenges.	Evaluate

Learning Resources	
1.	Textbook on IKS by Prof. B Mahadevan, IIM Bengaluru
2.	**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
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 POs & COs

CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	1	1	1	1	1
CO2	1	2	1	1	1
CO3	2	2	2	1	2
CO4	1	3	1	2	2
CO5	1	2	2	1	3
Average	1.2	2.0	1.4	1.2	1.8

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

Mapping of PSOs & COs

CO	PSO1	PSO2	PSO3	PSO4
CO1	1	1	1	3
CO2	1	2	1	3
CO3	2	2	3	3
CO4	1	2	3	3
CO5	2	3	2	3
Average	1.4	2.0	2.0	3.0

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

COURSE CODE VACC 301			COURSE NAME Vedic Mathematics			SEMESTER 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	**None**
Course Category	Value Added Elective
Course focus	Skill development
Rationale	The present course will give the idea about different concepts of Vedic Mathematics like Arithmetic, Algebra, Geometry and Trigonometry.
Course Revision/ Approval Date:	July 30,2023
Course Objectives **(As per Blooms' Taxonomy)**	To enable the student to: 1: **Understand** Concepts of Vedic Mathematics to promote joyful learning of mathematics. 2: **Learn** Vedic Mathematics to enhance computation skills. 3:.**Develop** logical and analytical thinking 4: **Apply** Vedic mathematics to solve problems of Algebra, Geometry and Trigonometry. 5: **Understand** the rich heritage of mathematical temper of Ancient India

Course Content (Theory)	**Weightage**	**Contact hours**
Unit 1: History of Vedic Maths and its Features, Vedic Maths formulae: Sutras and Upsutras Addition in Vedic Maths: Without carrying, Dot Method, Subtraction in Vedic Maths: Nikhilam Navatashcaramam Dashatah (All from 9 last from 10) , Fraction - Addition and Subtraction	20%	6
Unit 2: Miracle Multiplication and Excellent Division: Base Method, Multiplication by Urdhva Tiryak Sutra (any two numbers up to four digits), Miracle multiplication: Any number by series of l's and 9's, Multiplication by 12, Division by Urdhva Tiryak Sutra (Vinculum method)"	20%	6
Unit 3: Lightening Squares and Rapid Cubes, Squares of any two-digit numbers: Base method, Square of numbers ending in 5: Ekadhikena Purvena Sutra, Square of any numbers using duplex, Easy square roots: Dwandwa Yoga (duplex) Sutra, Cubing: Yavadunam Sutra	20%	6
Unit 4: Square root of 2: Baudhayana Shulbasutra, Enlighten Algebra and Geometry, Factoring Quadratic equation: Anurupyena, Adyamadyenantyamanty Sutra, Concept of Baudhayana (Pythagoras) Theorem	20%	6

Unit 5: Circling a square: Baudhayana Shulbasutra, Concept of pi: Baudhayana Shulbasutra, Concept angle () 0o, 30o, 45o, 60o and 90o: Baudhayana number	20%	6
Learning Resources		
	1. The Essential of Vedic Mathematics, Rajesh Kumar Thakur, Rupa Publications, New Delhi, 2019 2. Vedic Mathematic by Bharati Krishna Tirthaji, Motilal Banarasidas, New Delhi, 2015.	

Course Outcomes:	Blooms' Taxonomy Domain	Blooms' Taxonomy Sub Domain
After successful completion of the above course, students will be able to:		
CO1: **Apply** techniques of Vedic Mathematics to solve the problems of Addition and subtraction.	Remember, Understand, Apply	Explain, Use, Solve,
CO2: **Understand and Apply** techniques of Vedic Mathematics to solve the problems of Multiplication and Division.	Remember, Understand, Apply	, Identify, Use, Solve
CO3: **Apply** techniques of Vedic Mathematics to find squares, cubes, square roots and Cube roots.	Understand, Apply	Describe, Identify, Solve, Use, Find
CO4: **Understand and Apply** techniques of Vedic Mathematics to solve quadratic equations.	Remember, Apply	Describe, Use, Solve
CO5: **Understand** the rich heritage of mathematical temper of Ancient India.	Understand	classify, Explain, Identify, Use, solve.

Evaluation Scheme	Total Marks
Theory: Mid semester Marks	20 marks
Theory: End Semester Marks	40 marks
Theory: Continuous Evaluation Component Marks	Attendance: 5 MCQs: 10 Open Book Assignment: 15 Article Review / Presentations / Practice Assignments: 10 **Total: 40**

Mapping of POs & COs

CO	PO1	PO2	PO3	PO4	PO5
CO1	2	2	1	1	1
CO2	2	3	1	1	1
CO3	3	3	3	2	2
CO4	2	3	2	3	2
CO5	2	3	2	3	3
Average	2.2	2.8	1.8	2.0	1.8

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

Mapping of PSOs & COs

CO	PSO1	PSO2	PSO3	PSO4
CO1	1	1	1	3
CO2	1	2	1	3
CO3	3	2	3	3
CO4	2	2	3	3
CO5	3	2	3	3
Average	2.0	1.8	2.2	3.0

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

COURSE CODE	COURSE NAME YOGA AND WELLNESS	SEMESTER I

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
1	2	0	3	1	1	0	2

Course Pre-requisites	Basic physical fitness; no prior yoga experience required.
Course Category	Ability Enhancement / Life Skills (Value Aided Credit Course -VACC)
Course Focus	Skill Development, Mental Health, and Physical Well-being
Rationale	In a high-pressure academic environment, students require tools to manage stress, improve posture, and maintain physical health. This course bridges ancient yogic wisdom with modern fitness needs.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	1. **Remember:** To recognize and recall the names, Sanskrit terminology, and sequences of Sukshma Vyayama, Asanas, and Pranayama. 2. **Understand:** To explain the physiological and psychological benefits of specific yoga practices and their role in holistic wellness. 3. **Apply:** To demonstrate the correct execution of postures and breathing techniques with proper alignment and safety precautions. 4. **Analyze:** To examine the relationship between modern sedentary lifestyles (stress/posture) and the counteractive effects of yogic interventions. 5. **Create:** To design a personalized 15-minute "Desk Yoga" or "Daily Wellness" sequence tailored to specific individual needs or constraints.

Course Content (Practical)	Weightage	Contact hours
Unit 1: Foundations of Movement & Yogic Warm-up • **Concepts:** Introduction to Yoga and Wellness; Philosophy of "Steady and Comfortable" (Sthira-Sukham). • **Practical: Sukshma Vyayama (Yogic Warm-up):** Systematic joint movements from neck to toes. • **Specifics:** Griva Shakti Vikasaka (Neck), Skandha Chakra (Shoulders), Kati Shakti Vikasaka (Trunk), and Janu Shakti Vikasaka (Knee).	**30%**	**20**
Unit 2: Asana Dynamics, Core Strength & Fitness • **Concepts:** Body Alignment and the Science of Stretching; Building Core Stability. • **Asanas (Practical):** ○ **Standing:** Tadasana, Vrikshasana, Trikonasana. ○ **Sitting:** Paschimottanasana, Ardha Matsyendrasana, Vajrasana. ○ **Prone:** Bhujangasana, Shalabhasana. ○ **Supine:** Sarvangasana (or Setu Bandhasana), Shavasana. • **Fitness Integration:** Sun Salutations (Surya Namaskar) for cardiovascular endurance and core engagement.	**40%**	**20**
Unit 3: Pranayama & Modern Stress Recovery (20 Hours) • **Pranayama:** Sectional breathing (Abdominal, Thoracic, Clavicular), Nadisodhana, and Bhramari. • **Relaxation Modalities: QRT (Quick Relaxation Technique):** 2-minute body scanning. ○ **DRT (Deep Relaxation Technique):** 15-minute guided Shavasana. • **Applied Yoga:** Eye relaxation techniques (Trataka/Palming) and Desk-based stretches for wrist/spine health during long study hours.	**30%**	**20**

Instructional Method and Pedagogy: The instructional approach is strictly experiential, utilizing a **Demonstration-Imitation** model where students replicate the instructor's live movements under direct supervision. Safety is maintained through **Hands-on Correction**, combining verbal cues with physical adjustments to ensure precise anatomical alignment. Students develop self-awareness via the **Mirroring Technique**, using studio mirrors and peer observation to refine their posture. Mental recovery is facilitated through **Guided Relaxation**, using audio-led QRT and DRT sessions for deep rest.

Course Outcomes	Blooms' Taxonomy Domain	Blooms' Taxonomy Sub Domain
After successful completion of the above course, students will Be able to:		
CO1 Recall and describe the sequence of **Sukshma Vyayam** (yogic warm-ups) and the 12 steps of **Surya Namaskar** with their respective benefits.	Remember	Recall, List, Describe, State
CO2 Demonstrate the ability to perform various **Asanas** (Standing, Sitting, Prone, Supine) with correct physical alignment and breath synchronization.	Apply	Demonstrate, Execute, Practice, Interpret
CO3 Critically analyze their own postural limitations and compare the physiological effects of different **Pranayama** techniques on heart rate and mental state.	Analyses and Evaluation	Compare, Contrast, Differentiate
CO4 Design a personalized **"Desk Yoga"** and **Eye Relaxation** routine specifically tailored for academic or office-based environments to mitigate sedentary strain.	Create	Construct, Design, Formulate, Develop
CO5 Summarize the principles of **QRT and DRT** (Quick and Deep Relaxation) and explain how these practices proactively manage stress and enhance core strength.	Understand	Explain, Describe, outline, Predict, Summarise

Learning Resources	
1.	Text Books: (A) **Asana Pranayama Mudra Bandha** – Swami Satyananda Saraswati (Yoga Publications Trust). *(The gold standard for practical step-by-step guidance).* (B) **Light on Yoga: Yoga Dipika** – B.K.S. Iyengar (Schocken Books). *(Excellent for detailed anatomical alignment and posture photographs).* (C) **The Yoga Institute's Guide to Wellness** – Hansaji Jayadeva Yogendra. *(Focuses on integrating yoga into daily lifestyle and mental health).*
2.	Reference Books: (A) Yoga Anatomy – Leslie Kaminoff & Amy Matthews. *(Crucial for understanding the muscle mechanics and core strength aspects of Asanas).* (B) The Heart of Yoga: Developing a Personal Practice – T.K.V. Desikachar. *(Provides a framework for creating personalized routines as per CO4).* (C) Stress and Its Management by Yoga – K.N. Udupa. *(A scientific reference for the physiology behind QRT, DRT, and Pranayama).*
4.	Other Electronic Resources: **(A)** SWAYAM & NPTEL Platforms: Yoga and Positive Psychology for Managing Career and Life (IIT Bombay/NPTEL)

	• Yoga and Stress Management (Available via various university partners on Swayam). **(B)** MOOCs & International Platforms: • Yoga and Physiology (Coursera/NYU) – Understanding the physical impact of the practices. • Mindfulness and Resilience to Stress at Work (edX/UC Berkeley) – Complements the desk yoga and relaxation unit. **(C)** Government & Digital Libraries: • Ministry of AYUSH (Yoga Portal): Provides the *Common Yoga Protocol (CYP)* videos and downloadable manuals. yoga.ayush.gov.in • S-VYASA (Digital Repository): Access to research papers on the efficacy of QRT, DRT, and Cyclic Meditation. • Namaste Yoga App: A mobile resource provided by the Ministry of AYUSH for tracking daily practice and learning sequences.

EVALUATION SCHEME	**TOTAL MARKS**	
Practical	Attendance & Discipline	05 Marks
	Practical Exam	20 Marks
	Viva	15 Marks
	Theory (Quiz)	10 Marks
	Total	**50 Marks**

COURSE CODE AECC111	COURSE NAME Fundamentals of English	SEMESTER 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	Students should have basic knowledge of English language and grammar
Course Category	Compulsory Course
Course focus	Skills and Employability
Rationale	Students entering higher education or the professional world often face challenges due to weak foundations in language structure and usage. This course addresses such gaps by focusing on language basics, comprehension, composition, and spoken English, equipping learners with both functional fluency and accuracy. With an emphasis on real-life applications—such as group discussions, public speaking, and professional dialogue—it enables students to perform effectively in interviews, academic presentations, workplace communication, and everyday interactions.
Course Revision/ Approval Date:	13th BOS held on 14th May 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: **Language Basics** Parts of speech, word formation, prefix-suffix, synonyms, antonyms, homophones and standard abbreviations	20%	6
Unit 2: **Elementary Reading/Writing Skills** Types of the sentences, structures of the sentences, use of phrases and clauses, punctuation, creative writing and coherence, comprehension, essay/paragraph writing, precise writing	30%	9
Unit 3 **Elementary Spoken Skills** Greetings, farewell and introduction, making an apology, accepting an apology, making an appointment, JAM, group discussion, debate, public speaking	30%	9
Unit4 **Practicing and Identifying the Common Error** Tense, subject-verb agreement, noun-pronoun agreement, articles, prepositions, modal auxiliaries, voice, reported speech	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: Recall and recognize basic elements of English grammar such as parts of speech, synonyms, antonyms, and abbreviations.	**Remember**
CO2: Understand sentence structures, punctuation, and the use of clauses and phrases to construct meaningful expressions.	**Understand**
CO3: Apply reading, writing, and speaking skills in real-life situations including group discussions, debates, and presentations.	**Apply**
CO4: Analyze written and spoken content for grammatical correctness and coherence in communication.	**Analyze**
CO5: Evaluate and correct language errors related to tense, subject-verb agreement, articles, and reported speech effectively.	**Evaluate**

Learning Resources	
1.	**Textbook:**
2.	**Reference Books** 1. Murphy, Raymond "Murphy's English Grammar with CD" Cambridge University Press, 2004. . 2. Thorpe, Edgar and Showick Thorpe "Basic Vocabulary" Pearson Education India, 2012. 3. Green, David. "Contemporary English Grammar Structures and Composition" MacMillan Publishers, New Delhi, 2010. 4. Wren & Martin (2001), English Grammar & Composition, New York
3.	Journal
4.	Periodicals

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

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

Mapping of PSOs & COs

CO	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	1	2	1	2
CO2	1	3	1	2
CO3	3	3	3	2
CO4	2	3	3	3
CO5	3	3	3	3
Average	2.0	2.8	2.2	2.4

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

Mapping of POs & COs

CO	PO1	PO2	PO3	PO4	PO5
CO1	1	1	1	1	1
CO2	1	1	1	1	1
CO3	2	1	2	1	2
CO4	1	2	1	2	2
CO5	1	2	1	2	3
Average	1.2	1.4	1.2	1.4	1.8

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

COURSE CODE BBAAI 101	COURSE NAME Introduction to Artificial Intelligence (AI)	SEMESTER I

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

Course Pre-requisites	Basic understanding of computers, internet applications, and business environment at higher secondary level.
Course Category	Core
Course focus	The course focuses on introducing students to the fundamentals of Artificial Intelligence, intelligent systems, machine learning basics, and AI applications in business decision-making with emphasis on ethical and practical business usage.
Rationale	• To familiarize students with the basic concepts and evolution of Artificial Intelligence. • To develop understanding of AI applications across various business functions. • To introduce students to intelligent systems, machine learning, and data-driven decision making. • To create awareness regarding ethical issues, privacy concerns, and future opportunities in AI. • To prepare students for advanced AI and business analytics courses in future semesters.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	• Define the concepts, terminology, components, and applications of Artificial Intelligence in business environments. • Understand intelligent systems, AI-based problem-solving approaches, and the role of data and machine learning in business decisions. • Design simple AI-based approaches for solving basic business problems using data and intelligent decision-making concepts. • Evaluate the impact, benefits, limitations, and ethical implications of AI applications in organizations and society. • Analyze business scenarios and identify suitable AI techniques, tools, and applications for effective decision-making.

Course Content	Weightage	Contact hours
Unit 1: Introduction to AI & Business Context: Meaning, definition, and scope of Artificial Intelligence, Evolution and history of AI, AI vs Human Intelligence, Role of AI in business decision-making, Components of AI (Data, Algorithms, Computing), Applications of AI in: Marketing, Finance, HR, Operations	**25%**	**15**

Unit 2: Intelligent Systems & Problem Solving: Concept of Intelligent Agents, Types of agents (Simple, Learning, Rational agents), AI problem-solving approach, Search techniques (basic idea): Breadth First Search (BFS), Depth First Search (DFS). Decision-making using AI, Business problem-solving using AI tools.	**25%**	**15**
Unit 3: Data, Machine Learning & Analytics Basics: Introduction to Data in AI, Basics of Machine Learning: Supervised Learning, Unsupervised Learning. Role of data in business decisions, Predictive analytics (basic idea), Introduction to tools (Excel, AI-based tools overview)	**25%**	**15**
Unit 4: AI Applications, Ethics & Future Trends: AI applications in business: E-commerce, Banking & Finance, Healthcare. Introduction to: Natural Language Processing (NLP), Robotics (overview). Ethical issues in AI: Bias and fairness, Privacy concerns. Future of AI in business and entrepreneurship	**25%**	**15**

Instructional Method and Pedagogy

The course will be delivered through interactive lectures, case studies, storytelling, group discussions, documentary screenings, reflective writing, and seminar presentations. Students will critically examine indigenous knowledge traditions and explore their application in contemporary society through multidisciplinary perspectives. Activity-based learning, heritage studies, and local case examples will be incorporated wherever feasible.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: Define the basic concepts, terminology, components, and scope of Artificial Intelligence and its business applications.	**Remember**
CO2: Understand the working of intelligent agents, AI problem-solving methods, and fundamentals of machine learning and analytics.	**Understand**
CO3: Design basic AI-enabled solutions and approaches for simple business and managerial problems.	**Apply**
CO4: Evaluate AI applications, ethical concerns, privacy issues, and future business implications of AI technologies.	**Analyze**
CO5: Analyze business cases and determine the role of AI, data, and intelligent systems in organizational decision-making.	**Evaluate**

Learning Resources	
1.	**Reference Books:** • Stuart Russell & Peter Norvig, Artificial Intelligence: A Modern Approach • Elaine Rich & Kevin Knight, Artificial Intelligence • S. Kaushik, Artificial Intelligence • Bernard Marr, Artificial Intelligence in Practice • Ajay Agrawal, Joshua Gans, Prediction Machines
2.	**Journals & Periodicals:** • Artificial Intelligence Journal (Elsevier) • Journal of Business Analytics • IEEE Transactions on AI

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	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	2	2	1	2
CO2	2	3	1	2

CO	PSO1	PSO2	PSO3	PSO4
CO3	3	3	3	2
CO4	3	3	3	3
CO5	3	3	3	3
Average	2.6	2.8	2.2	2.4

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

Mapping of POs & COs

CO	PO1	PO2	PO3	PO4	PO5
CO1	3	1	2	1	1
CO2	3	2	2	1	1
CO3	3	2	3	2	2
CO4	3	3	3	3	2
CO5	3	3	3	3	3
Average	3.0	2.2	2.6	2.0	1.8

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

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:	
Course Objectives (As per Blooms' Taxonomy)	• To develop 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 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: To Remember individual and group behavior in organizational settings.	**Remember**
CO2: To Understand theoretical knowledge of human behavior in human life setting in management.	**Understand**
CO3: To Apply the basic application of organizational concpets.	**Apply**
CO4: To Analyze a more productive system and high-performance work culture operating on the principles of OB	**Analyze**
CO5: To Evaluate lacunae in the system to be able to improve the organization health and other OB outcomes.	**Evaluate**

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

CO	PSO1	PSO2	PSO3	PSO4
CO1	1	2	2	2
CO2	1	3	2	2
CO3	3	3	3	2
CO4	2	3	3	3
CO5	3	3	3	3
Average	2.0	2.8	2.6	2.4

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

Mapping of POs & COs

CO	PO1	PO2	PO3	PO4	PO5
CO1	2	1	1	1	2
CO2	2	2	1	1	2
CO3	3	2	2	2	3
CO4	2	3	1	3	3
CO5	2	3	1	3	3
Average	2.2	2.2	1.2	2.0	2.6

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

COURSE CODE BBA202			COURSE NAME Marketing Management		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 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:	
Course Objectives (As per Blooms' Taxonomy)	• To Develop understanding about marketing management concepts and frameworks, and apply these to a new or existing business. • To tranform skills to analyze and synthesize information and derive insights related to marketing management, from several perspectives • To 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 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**
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: To Remember marketing concepts, theories and principles; the role of marketing in the organization context.	**Remember**
CO2: To Understand various elements marketing mix for effective functioning of an organization.	**Understand**
CO3: To Apply an organization's marketing strategies.	**Apply**
CO4: To Analyze of marketing with focus on Indian experiences, approaches and cases.	**Analyze**
CO5: To Evaluate marketing implementation strategies and formulate and	**Evaluate**

assess strategic, operational and tactical marketing decisions.	

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

Mapping of PSOs & COs

CO	PSO1	PSO2	PSO3	PSO4
CO1	1	1	2	2
CO2	1	2	2	2
CO3	3	2	3	2
CO4	2	2	3	3
CO5	3	2	3	3
Average	2.0	1.8	2.6	2.4

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

Mapping of POs & COs

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

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

COURSE CODE BBA203	COURSE NAME Business Economics	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	**Basic Understanding of Commerce, Business and Economics Concepts.**
Course Category	Core Subject
Course focus	Skills, Employability and Entrepreneurship
Rationale	Business economics uses economic concepts and principles by emphasizing on demand and supply analysis, production & cost analysis and different market structures which are fundamental for further study. This course also introduces important macroeconomic concepts which are indispensable for understanding the functioning of an economy that might affect business performance. ♣ It equips students with fundamental concepts of microeconomics. ♣ Business economics delves into the complexities of market structures, helping students navigate ♣ Challenges such as competition, regulatory environments, and technological disruptions. ♣ It fosters critical thinking by analyzing real-world case studies, enabling students to propose ♣ Innovative solutions to business problems. ♣ A grasp of business economics is essential for aspiring entrepreneurs, managers, and analysts ♣ Seeking to thrive in today's dynamic and interconnected business landscape.
Course Revision/ Approval Date:	

Course Objectives (As per Blooms' Taxonomy)	• To develop foundational knowledge of microeconomic concepts such as demand and supply, elasticity, production, and consumer behavior, enabling students to understand how individual economic units make decisions. • To enable learners to analyze various market structures (perfect competition, monopoly, monopolistic competition, and oligopoly) and understand how prices and outputs are determined in different competitive environments. • To equip students with the ability to interpret national income concepts (GDP, GNP, NDP, NNP) and understand methods of national income calculation, alongside the circular flow of income in an economy. • To create awareness of the Indian economic landscape, including historical developments and current challenges such as poverty, human capital formation, trade, and sustainable development in the context of global economic dynamics.

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	**25**	**15**

• **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**		
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: National Income and Various Indian Economy Challenges • Circular Flow of Income. Concept of GDP, GNP, NDP, NNP (At Market Price and Factor Cost), Methods of Calculating National Income. • A Brief Introduction of Indian Economy - Pre-and Post-Independence. • Current Challenges Facing by Indian Economy- Human Capital Formation, Poverty, Dynamic • Business Environment, Trade with Various Nations, Sustainable Economic Development.	**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: To Remember basic concepts of microeconomics and solve the problem of reallocation.	**Remember**
CO2: To Understand the distribution of the scarce resources.	**Understand**
CO3: To Apply the form and nature of the market and their pricing	**Apply**

strategies.	
CO4: To Analyze national income and true measure for increasing economic welfare.	**Analyze**
CO5: To Evaluate various challenges associated with the Indian economy and help to balance the economy.	**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
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:**
36.	**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

CO	PSO1	PSO2	PSO3	PSO4
CO1	1	1	1	3
CO2	1	2	1	3
CO3	3	2	3	3
CO4	2	2	3	3
CO5	3	2	3	3
Average	2.0	1.8	2.2	3.0

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

Mapping of POs & COs

CO	PO1	PO2	PO3	PO4	PO5
CO1	2	2	1	1	1
CO2	2	3	1	1	1
CO3	3	3	3	2	2
CO4	2	3	2	3	2
CO5	2	3	2	3	3
Average	2.2	2.8	1.8	2.0	1.8

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

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 enable learners to develop their basic communication skills in English. • To equip them with writing skills needed for academic as well as workplace context. • To prepare students for professional communication at world level. • To develop corporate communicational attitude. • To strengthen digital communication using technological modules and expertise.

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:	
To Remember the development of listening and reading skills among learners.	**Remember**
To Understand writing skills needed for academic as well as workplace context.	**Understand**
To Apply Engineering and Technology develop their basic communication skills in English.	**Apply**
To Analyze the fundamentals in English Language.	**Analyze**
To Evaluate the confidence to communicate with the world.	**Evaluate**

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

Mapping of PSOs & COs

CO	PSO1	PSO2	PSO3	PSO4
CO1	1	2	1	2
CO2	1	3	1	2
CO3	3	3	3	2
CO4	2	3	3	3
CO5	3	3	3	3
Average	2.0	2.8	2.2	2.4

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

Mapping of POs & COs

CO	PO1	PO2	PO3	PO4	PO5
CO1	1	1	1	1	1
CO2	1	1	1	1	1
CO3	2	1	2	1	2
CO4	1	2	1	2	2
CO5	1	2	1	2	3
Average	1.2	1.4	1.2	1.4	1.8

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

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	1	0	2	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
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.	50%	20

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.		

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.	**Remember**
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

CO	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	2
CO2	2	2	2	2
CO3	3	2	3	2
CO4	3	2	3	3
CO5	3	2	3	3
Average	2.6	1.8	2.6	2.4

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

Mapping of POs & COs

CO	PO1	PO2	PO3	PO4	PO5
CO1	1	1	1	1	2
CO2	1	2	1	1	2
CO3	2	2	3	2	3
CO4	1	3	2	3	3
CO5	1	3	2	3	3
Average	1.2	2.2	1.8	2.0	2.6

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

COURSE CODE BBAAI201			COURSE NAME Advanced Excel for Business Analytics			SEMESTER II	
Teaching Scheme (Hours)				**Teaching Credit**			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
45	0	15	60	03	01	00	04

Course Prerequisites	**Fundamental knowledge of information systems/application software mechanics in general and basic working in excel spreadsheet in specific, along with the business concepts.**
Course Category	Core Subject
Course focus	Skills, Employability and Entrepreneurship
Rationale	In the data-driven corporate world, enterprises generate vast volumes of data, making analytics a core competency for modern managerial leadership and hence, vital for informed, strategic decision-making. These subject bridges the gap between raw data collection and executive execution by equipping future managers with the capabilities to audit, clean, transform, and model complex corporate datasets. By mastering advanced Excel frameworks, students will be empowered to independently generate actionable business intelligence and design interactive reporting interfaces, eliminating an organization's reliance on external technical support for routine data analysis.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	1. To familiarize with the excel application interface and demonstrate a strong comprehension of spreadsheet architecture, data integrity, and core logical frameworks to execute efficient data entry, cleansing, validation, and advanced functions on raw datasets. 2. To analyse large-scale, disparate business data using Power Query ETL processes, establish relational data models within Power Pivot using basic DAX measures, and extract structured business intelligence via dynamic PivotTables. 3. To design and construct interactive, one-screen executive dashboards incorporating advanced specialized charts, synchronized slicers, and logical user-navigation interfaces that adhere to professional UI/UX reporting best practices. 4. To evaluate complex managerial scenarios by building predictive statistical models and prescriptive optimization frameworks using Solver, Scenario Manager, and Goal Seek to recommend data-backed strategic decisions.

Course Content	Weightage	Contact hours
UNIT 1: Excel Fundamentals & Core/Advanced Functions • **Basics of Excel** - Introduction to Excel Application & Walkthrough to Excel Application Interface (Ribbon, Menu, Group etc.), Overview on Workbook, Worksheet, Columns, Rows and Cell, Cell Reference, Cell Range, organizing worksheets, Customizing Ribbon, Data Security (protecting a workbook). • **Data Organization, Manipulation & Validation** - Data Entry, Sorting, Formatting & Filtering – fill series, copy cells, Flash fill, Use of Table feature, benefits of using a table format, split a column based on delimiters, find & replace data, use of transpose, merge cells, Using quick access toolbar for quick data analysis. Conditional Formatting and Filtering – creating, managing & clearing rules. Data Validation (Creating Drop-Down Lists, Restricting Cell Input etc.) • **Basic & Advanced Functions -** Use of Relative & Absolute Cell reference. ***Common Functions:*** Autosum, Min, Max, Average, Sum, Count, Large, Small, etc., SUMPRODUCT, using function wizard, dealing with formula errors. ***Logical Functions:*** If Statements, nested IF, IFS, AND, OR, NOT, etc. ***Lookup & Reference Functions:*** Vlookup, Hlookup, Row, Advanced Lookup-Index-Match) etc. ***Text & Data Cleansing Functions:*** LEFT, RIGHT, MID, TRIM, PROPER, CONCATE, TEXTJOIN UPPER, LOWER, etc. ***Date &Time Functions***: TODAY, NOW, DATE, DATEIF, etc. ***Conditional Functions***: SUMIF, SUMIFS, COUNTIF, COUNTIFS etc. ***Modern Dynamic Array Functions:*** *XLOOKUP, SORT, FILTER, UNIQUE etc.*	**25%**	**15**
UNIT 2: Data Analysis & Business Intelligence: ETL & Data Modeling • **Summarizing and Analyzing Data** with ***Pivot Tables & Charts***, Introduction to Pivot *table*, Pivot table fields, column, Creating Pivot Tables, choosing fields, Pivotable layout, Group and ungroup, Sort Data, Filter Data, Advance Filter, Conditional Sorting and Filtering, filtering pivot tables, Pivot charts, formatting charts. • **Data Extraction, Cleaning, Transformation** with ***Power Query –*** Concept of ETL, Data Preparation in Excel, importance of data cleaning. Introduction to ***Power Query***, Get, transform, and load data with power query (ETL), data transformation in power query editor - merging and appending, etc. • **Data Modeling & DAX** with ***Power Pivot*** - Introduction to ***Power Pivot***, Concept of Data Modeling, Creating Relationship between tables, Introduction to DAX, Writing DAX, Building calculations (Calculated Columns & Measures) in Data Models.	**25%**	**15**
UNIT 3: **Data Visualization: Interactive Dashboards for Executive Reporting** Introduction to Data Visualization, visual KPIs, creating charts and graphs, customizing charts and graphs, using advanced/specialized chart types (Waterfall charts, histograms, combo charts, and sparklines, tree map, etc.), Creating interactive dashboards in excel, Report connections, Interactive control & navigation - use of Slicers, and timelines, dashboard navigation – tabs &button links, Dashboard architecture & layout, Executive reporting best practices.	**25%**	**15**
UNIT 4: Managerial Decision Making & Analytics (Predictive and Prescriptive) What-if Analysis - Data tables and Goal Seek for Sensitivity analysis and break-even point modeling / financial forecasting. Scenario Manager - Comparing multiple business cases (e.g., Best, Base, and Worst-case forecasting). Solver Tool: Linear programming for resource allocation, supply chain routing, and budget optimization. Statistical Modeling: Regression analysis, descriptive statistics, moving averages, and exponential smoothing using Data Analysis Toolpak. Automation using Macros & AI Assistant	**25%**	**15**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, practical/tutorial 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: **Define:** Familiarize the concepts of Excel application, standardize clean raw data and understand the application of functions.	Define
CO2: **Understand:** working of formulas and functions to quickly get the desired business results.	Understand
CO3: **Design**: a standalone, one-screen interactive dashboard utilizing advanced visualization elements (Slicers, Timelines, and specialized charts) that effectively translates complex operational KPIs for C-suite executive reporting.	Design
CO4: **Evaluate:** risk and prescribe optimal business strategies by, conducting sensitivity analysis via Goal Seek, forecasting market trends using the Data Analysis Toolpak & automation features.	Evaluate
CO5: **Analyse**: Execute Extract, Transform, and Load (ETL) workflows using Power Query to merge disparate datasets, establish data relationships in Power Pivot, and build automated performance measures using DAX expressions.	Analyze

Learning Resources	
1.	**Textbook:** 1. Microsoft Excel 2019, Data Analysis and Business Modelling, Wayne Winston, 6th Edition, Microsoft. 2. Excel Data Analysis: Modeling and Simulation, Hector Guerrero 3. Mastering Data Analytics with Excel, BPB Publications 4. Business Analytics: Data Analysis & Decision Making - S. Christian Albright and Wayne L. Winston
2.	**Reference Books:** 1. Microsoft 2019 – A Quick & Complete Guide – Jonathan Grey 2. Excel Basics to Advanced for Business Analytics - Dr. Parul Kumar 3. Excel Dashboards and Reports - Michael Alexander and John Walkenbach
3.	**Journals & Periodicals**: - Nil
4.	**Other Electronic Resources:** • https://support.microsoft.com/en-us/excel • https://www.microsoft.com/en-in/microsoft-365/excel/data-analysis • https://excel.cloud.microsoft/en-gb/

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	PSO1	PSO2	PSO3	PSO4
CO1	2	2	1	2
CO2	2	3	1	2
CO3	3	3	2	2
CO4	3	3	3	3
CO5	3	3	3	3
Average	2.6	2.8	2.0	2.4

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

Mapping of POs & COs

CO	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	1	1
CO2	3	3	1	1	1
CO3	3	3	3	2	3
CO4	3	3	2	3	3
CO5	3	3	2	3	2
Average	3.0	2.8	1.8	2.0	2.0

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

SEMESTER III SYLLABUS

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:	
Course Objectives (As per Blooms' Taxonomy)	• To familiarize the learners with the basic concepts and processes used to determine product costs and ascertain Material, Labour and Overhead cost. • To enrich the knowledge of the learners in knowing and applying various tools like ratio analysis, cash flow statement, marginal costing for analysing the financial statements for managerial information. • To provide with the basic understanding of budgetary control. • To develop the knowledge of the learners to understand and prepare a management report.

Course Content	**Weightage**	**Contact hours**
Unit-1: Introduction to Cost and management accounting Definitions, features, objectives, functions, scope, advantages and limitations. Relationship and differences between Cost accounting, Management accounting and Financial Accounting. Cost Concepts-Cost classification – Elements of cost - Preparation of cost sheet and quotation. Material cost- direct and indirect material cost, Inventory control techniques-stock levels, EOQ, ABC analysis. Issue of materials to productionpricing methods-FIFO, LIFO and Average methods. 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 2: Marginal Costing and Budgetary control Marginal Costing-Meaning - Importance - Marginal Cost Equation - Difference between Marginal costing and Absorption costing - Break Even	**25**	**15**

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- Problems in Marginal costing. Budgets - Meaning and importance - Budgetary Control-Meaning and Importance-Types of Budgets, practical problems - Flexible Budget and cash Budget.		
Unit 3: Financial Statement Analysis Comparative Income Statements and Balance Sheets- Common Size Income Statements and Balance Sheet analysis- Trend Analysis. Ratio Analysis – Introduction, Classification & Interpretation of Ratios-Liquidity ratios, Solvency ratios, Proprietary ratios, Profitability ratios, Leverage ratios and Turnover ratios.	**25**	**15**
Unit 4: Cash flow statement and Management Reporting Introduction-Concept of Cash- Sources of cash flow Cash from operation- cash from Financing and cash from investment- Inflow and outflow of cash-Preparation of cash flow statements with adjustments. Management Reporting – Meaning and Definitions of reports- Objectives and Purpose - Reports to top level management – Reports to lower level management- Sample Reports	**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: To Remember the fundamentals of cost and management accounts	**Remember**
CO2: To Understand Material and Labor cost, allocation and apportionment of overheads.	**Understand**
CO3: To Apply the financial statements for managerial decision making and preparation of management reports.	**Apply**
CO4: To Analyze the relevant theories of cost and management accounting and prepare Cost sheet and quotations.	**Analyze**
CO5: To Evaluate the efficiency of the organization in terms of the costing	**Evaluate**

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. • Arora, M.N. Management Accounting, New Delhi: Himalaya Publishing House.
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	Class Participation — 10 marks Quiz — 5 marks Case Study/ Research Paper — 15 marks Presentation on Current Trends — 10 marks

Mapping of PSOs & COs

CO	PSO1	PSO2	PSO3	PSO4
CO1	1	1	2	2
CO2	1	2	2	2
CO3	3	2	3	2
CO4	2	2	3	3
CO5	3	2	3	3
Average	2.0	1.8	2.6	2.4

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

Mapping of POs & COs

CO	PO1	PO2	PO3	PO4	PO5
CO1	2	2	1	1	1
CO2	2	3	1	1	1
CO3	3	3	2	2	2
CO4	2	3	1	3	2
CO5	2	3	1	3	3
Average	2.2	2.8	1.2	2.0	1.8

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

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:	

Course Objectives (As per Blooms' Taxonomy)	• **Remembering the key concepts of business law, including the elements of a contract, types of contracts, and the role of business ethics in organizations.** • **Understanding the importance of business law and ethics in managing business operations, including the ethical challenges faced by organizations and their stakeholders.** • **Applying business law principles to real-world scenarios, such as contract formation, sales, leases, and liability issues in business transactions.** • **Analyzing ethical dilemmas in business situations, considering legal and moral perspectives to propose effective 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**
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	**25**	**15**

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.		
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: To Remember the key concepts of business law, including the elements of a contract, types of contracts, and the role of business ethics in organizations.	**Remember**
CO2: To Understand the importance of business law and ethics in managing business operations, including the ethical challenges faced by organizations and their stakeholders.	**Understand**
CO3: To Applu business law principles to real-world scenarios, such as contract formation, sales, leases, and liability issues in business transactions.	**Apply**

CO4: To Analyze ethical dilemmas in business situations, considering legal and moral perspectives to propose effective solutions.	**Analyze**
CO5: To Evaluate the legal and ethical practices in the organization.	**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

CO	PSO1	PSO2	PSO3	PSO4
CO1	1	1	2	3
CO2	1	2	2	3
CO3	3	2	3	3
CO4	2	2	3	3
CO5	3	2	3	3
Average	2.0	1.8	2.6	3.0

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

Mapping of POs & COs

CO	PO1	PO2	PO3	PO4	PO5
CO1	1	1	1	1	1
CO2	1	2	1	1	1
CO3	2	2	2	2	2
CO4	1	3	1	3	2
CO5	1	3	1	3	3
Average	1.2	2.2	1.2	2.0	1.8

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

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	Human Resource Management course will deal with HR policy, and HR Function in detail. HR planning, HRD, HR career Management, Performance, compensation and global HRM will be integral part of this course. Industrial relations, compliance and employment relations, HR analytics and Use of AI in HRM to reimagine HR Processes are the content of the course.
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:	

Course Objectives (As per Blooms' Taxonomy)	• **Remembering key concepts, terms, and principles of Human Resource Management, including staffing, training, and employee development.** • **Understanding of the role of HRM in achieving organizational objectives, managing talent, and fostering employee engagement.** • **Applying HRM concepts and practices to real-world situations, such as recruitment, performance management, and conflict resolution within organizations.** • **Analyzing HR data and practices to identify organizational needs, assess employee performance, and evaluate the effectiveness of HR policies.**

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: To Remember key concepts, terms, and principles of Human Resource Management, including staffing, training, and employee development.	**Remember**
CO2: To Understand the role of HRM in achieving organizational objectives, managing talent, and fostering employee engagement.	**Understand**
CO3: To Apply HRM concepts and practices to real-world situations, such as recruitment, performance management, and conflict resolution within organizations.	**Apply**
CO4: To Analyze HR data and practices to identify organizational needs, assess employee performance, and evaluate the effectiveness of HR policies.	**Analyze**
CO5: To Evaluate the requirement of human resources in the organization.	**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

CO	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	1	2	2	2
CO2	1	3	2	2
CO3	3	3	3	2
CO4	2	3	3	3
CO5	3	3	3	3
Average	2.0	2.8	2.6	2.4

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

Mapping of POs & COs

CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	2	1	1	1	2
CO2	2	2	1	1	2
CO3	3	2	2	2	3
CO4	2	3	1	3	3
CO5	2	3	1	3	3
Average	2.2	2.2	1.2	2.0	2.6

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

COURSE CODE BBA304	COURSE NAME Management Information System (MIS)	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	**Basic understanding of business operations and management. Familiarity with basic concepts of information technology and systems.**
Course Category	Compulsory
Course focus	• Fundamentals of Management Information Systems (MIS). • Database management systems and their applications. • Information system applications such as DSS, knowledge management, and e-business. • Project management and its role in information systems. • Emerging business trends such as outsourcing, e-commerce, and digital economy.
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:	
Course Objectives (As per Blooms' Taxonomy)	• Understand the basic concepts, types, dimensions, and components of MIS, and evaluate the benefits and evolution of IT infrastructure in the digital firm era. • To Apply database management principles by setting up and managing DBMS packages, creating Entity-Relationship diagrams, and understanding data models, data warehouses, and administration techniques.

	• To Analyze various MIS applications, including DSS, GDSS, and knowledge management systems, and develop e-commerce solutions by leveraging enterprise models, business process reengineering, and digital communication strategies. • Evaluate project management objectives and methodologies, including agile practices such as SCRUM, and manage projects effectively to control risk factors and understand 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**	**8**
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**	**7**
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**	**8**
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**	**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: To Remember the core concepts of Management Information Systems (MIS), database management, and emerging business trends.	**Remember**
CO2: To Understand MIS and database systems to enhance decision-making and streamline business operations.	**Understand**
CO3: To Apply the role of information systems in project management, including the use of agile methodologies and risk control strategies.	**Apply**
CO4: To Analyze the impact of technological advancements like e-commerce, BPO, and KPO on modern business practices and management strategies.	**Analyze**
CO5: To Evaluate the Efficiency of the technical aided organization.	**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

	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 Project Management: https://www.journals.elsevier.com/international-journal-of-project-management
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	Class Participation 10 marks Quiz 5 marks Case Study/ Research Paper 15 marks Presentation on Current Trends 10 marks

Mapping of PSOs & COs

CO	PSO1	PSO2	PSO3	PSO4
CO1	2	2	1	2
CO2	2	3	1	2
CO3	3	3	3	2
CO4	3	3	3	3
CO5	3	3	3	3
Average	2.6	2.8	2.2	2.4

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

Mapping of POs & COs

CO	PO1	PO2	PO3	PO4	PO5
CO1	3	1	1	1	1
CO2	3	2	1	1	1
CO3	3	2	3	2	2
CO4	3	3	2	3	2
CO5	3	3	2	3	3
Average	3.0	2.2	1.8	2.0	1.8

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

COURSE CODE AECC301			COURSE NAME Entrepreneurship Development		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	To define and understand the role of entrepreneurship in economic development; entrepreneurship process; factors impacting emergence of entrepreneurship; managerial vs. entrepreneurial approach and emergence of entrepreneurship. Entrepreneurial Motivation.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	• To develop skills for evaluating, articulating, refining, and pitching a new product or service offering, • To acquaint the students with challenges of starting new ventures. • To investigate, understanding internalize the process of setting up a business.

Course Content	Weightage	Contact hours
UNIT 1: Entrepreneurship Concept, knowledge and skills requirement; characteristic of successful entrepreneurs; role of entrepreneurship in economic development; entrepreneurship process; factors impacting emergence of entrepreneurship; managerial vs. entrepreneurial approach and emergence of entrepreneurship. Entrepreneurial Motivation.	**20%**	**06**
UNIT 2: Starting the venture Creativity and Entrepreneurship, Steps in Creativity; Product Design & Influencing Factors (Legal, Ethical & Environmental); Generating business idea–sources of new ideas, methods of generating ideas, creative problem solving, opportunity, recognition; environmental scanning, competitor and industry analysis;	**20%**	**06**
UNIT 3: Feasibility Study (Non-financial Aspects) Market feasibility, technical feasibility, operational feasibility, Legal feasibility, Human Resource Feasibility, Supply Feasibility.	**20%**	**06**
UNIT 4: Feasibility Study (Financial Aspects) Cost classification- Fixed vs. Variable; Cost Determination- Material, Labour, Overheads; Product Profitability- Concepts of Break-even, Margin of Safety, Angle of Incidence, Key-factor, Profit-Volume ratio; Balance Sheet & Profit & Loss Account- Concepts & Structure; Budgeting; Financing Schemes from Government, specially schemes for women; Venture Capital & Angel Investing.	**20%**	**06**
UNIT 5: Detailed Project Report & Business Plan Project Report- components; Preparation of Business Plan; Pitching the Business Plan, Attracting Angel Investors. (A group of THREE students will prepare DPR, and Business Plan on selected product or service in the course as a Project/Assignment)	**20%**	**06**

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 Remember skills for evaluating, articulating, refining, and pitching a new product or service offering,	**Remember**
CO2: To Understand the challenges of starting new ventures.	**Understand**
CO3: To Apply, investigate, understanding internalize the process of setting up a business.	**Apply**
CO4: To Analyze the various challenges for the Entrepreneurs	**Analyze**
CO5: To Evaluate the success and failure parameters for the Entrepreneurs.	**Evaluate**

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	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**
CO1	2	1	2	2
CO2	2	2	2	2
CO3	3	2	3	2
CO4	3	2	3	3
CO5	3	2	3	3
Average	2.6	1.8	2.6	2.4

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

Mapping of POs & COs

CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	1	1	1	1	2
CO2	1	2	1	1	2
CO3	2	2	3	2	3
CO4	1	3	2	3	3
CO5	1	3	2	3	3
Average	1.2	2.2	1.8	2.0	2.6

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

COURSE CODE VACC302	COURSE NAME Communicative English & Employability Skills I (Intermediate Communication & Presentation Skills)	SEMESTER III

Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
30			2				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:	
Course Objectives (As per Blooms' Taxonomy)	CO**1:** Define elements of effective public speaking. CO2**:** Understand the dynamics of group discussions and debates. CO**3:** Design structured and coherent short speeches. CO**4:** Evaluate presentation content and body language. CO**5:** Analyze the use of tone, pace, and vocabulary in verbal communication.

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	• Students will be able to deliver clear and structured public speeches with effective body language. • Students will participate confidently in group discussions and collaborative tasks. • Students will write basic professional emails, reports, and proposals. • Students will assess communication effectiveness using appropriate vocabulary and tone. • Students will enhance verbal fluency and articulation for academic and professional settings.

Mapping of PSOs & COs

CO	PSO1	PSO2	PSO3	PSO4
CO1	3	3	3	2
CO2	3	3	3	2
CO3	3	3	3	2
CO4	3	3	3	3
CO5	3	3	3	2
Average	3.0	3.0	3.0	2.2

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

Mapping of POs & COs

CO	PO1	PO2	PO3	PO4	PO5
CO1	2	1	2	1	2
CO2	2	1	2	1	2
CO3	2	1	2	1	2
CO4	1	2	1	2	3
CO5	2	1	2	1	2
Average	1.8	1.2	1.8	1.2	2.2

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

COURSE CODE BBAAI301	COURSE NAME Data Analysis using SPSS	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**
Course Category	Core
Course focus	Employability
Rationale	In today's data-driven business environment, effective managerial decision-making increasingly depends on the ability to analyze and interpret data. This course is designed to equip BBA students with essential knowledge and practical skills in data analysis, covering the entire process from data collection and measurement to analysis, interpretation, and application in business decisions. It emphasizes the use of appropriate analytical techniques such as descriptive statistics, correlation, regression, and hypothesis testing, along with hands-on training in SPSS for real-world data analysis. By integrating conceptual understanding with practical application, the course enhances students' ability to generate actionable insights, avoid analytical biases, and communicate findings effectively, thereby preparing them to become competent, data-informed decision-makers in a dynamic business environment.
Course Revision/ Approval Date:	13th BoS
Course Objectives (As per Blooms' Taxonomy)	**CO1:** To **understand** the role of data in managerial decision-making and the fundamentals of business analytics. *(Understanding)* **CO2:** To **explain** concepts of data collection, measurement scales, sampling techniques, and data preparation methods. *(Understanding)* **CO3:** To **apply** descriptive and diagnostic analytical techniques for summarizing and exploring business data. *(Applying)* **CO4:** To **analyze** data using statistical methods such as correlation, regression, and hypothesis testing for business decision-making. *(Analyzing)* **CO5:** To **apply and interpret** data analysis using SPSS and **evaluate** results to support managerial decisions. *(Applying & Evaluating)*

Course Content (Theory)	Weightage	Contact hours
Module 1: Data-Driven Decision Frameworks Nature of managerial decision-making (structured vs. unstructured); Role of data in strategic, tactical, and operational decisions; Decision-making models: Rational decision-making model and bounded rationality; Introduction to business analytics lifecycle; Linking data, information, and actionable insights.	**20%**	**15**
Module 2: Data Acquisition, Measurement and Preparation Sources of data: Internal (databases, CRM, ERP systems) and External (market reports, digital platforms); Data collection methods; Sampling techniques; Questionnaire design basics. Measurement and Scaling: Scales of measurement – Nominal, Ordinal, Interval, Ratio; Basic scaling techniques	**20%**	**15**

Module 3 Descriptive Analytics Exploratory Data Analysis (EDA) ; Measures of central tendency; Measures of dispersion; Selection of appropriate techniques based on data type; Cross-tabulation and association analysis. Data Visualization: Charts, graphs, and dashboards; Principles of effective visualization; Introduction to data storytelling.	**20%**	**15**
Module 4: Statistical Methods for Decision Making Parametric and non-parametric tests (basic idea). Hypothesis Testing Framework: Null and alternative hypothesis; Significance level and p-value; Type I and Type II errors. **Data Analysis using SPSS** Introduction to SPSS environment: Data view and variable view; Data entry, coding, and importing data from Excel. Data Preparation: Data coding and tabulation; Handling missing values . Data Preparation in SPSS: Data cleaning and transformation; Recoding and computing variables. Data Quality: Reliability and validity issues. Inferential Analysis: Correlation analysis; Regression analysis (basic); t-test; One-way ANOVA; Chi-square test (application-oriented). Interpretation and Reporting: Reading SPSS output tables; Drawing managerial conclusions; Presenting results in reports. Mini Project: Data analysis on a real or simulated dataset with report submission.	**20%**	**15**

Instructional Method and Pedagogy: (Max. 100 words): The course will be delivered through a combination of lectures, hands-on practical sessions, and case-based learning to ensure both conceptual understanding and application. Teaching methods will include interactive discussions, problem-solving exercises, and demonstration of analytical techniques using SPSS and Excel. Real-life business cases and datasets will be used to develop analytical and decision-making skills. Students will engage in assignments, group activities, and a mini project to apply learned concepts. Emphasis will be placed on experiential learning, data interpretation, and effective presentation of insights to enhance managerial decision-making capabilities.

Course Outcomes:	**Blooms' Taxonomy Domain**
CO1: Explain the role of data in managerial decision-making and **describe** key decision-making frameworks and analytics lifecycle. **CO2: Apply** appropriate data collection methods, measurement scales, sampling techniques, and data preparation procedures to organize business data. **CO3: Analyze** data using descriptive and diagnostic techniques, including EDA, visualization, and association analysis, to identify patterns and insights. **CO4: Evaluate** statistical results obtained through methods such as correlation, regression, and hypothesis testing to support decision-making under uncertainty. **CO5: Apply and interpret** data analysis using SPSS to generate reports and **develop** data-driven business insights through practical application.	CO1: Understanding CO2: Applying CO3: Applying CO4: Remembering CO5: Analysing

Learning Resources	
1.	Albright, S. C., & Winston, W. L. (2017). *Business analytics: Data analysis and decision making* (7th ed.). Cengage Learning.
2.	Newbold, P., Carlson, W., & Thorne, B. (2019). *Statistics for business and economics* (14th ed.). Pearson.
3.	Field, A. (2018). *Discovering statistics using IBM SPSS statistics* (5th ed.). Sage Publications.

Evaluation Scheme	**Total Marks**
Theory: Mid semester Marks	20 marks
Theory: End Semester Marks	40 marks
Theory: Continuous Evaluation Component Marks	

Attendance	05 marks
MCQs	10 marks
Open Book Assignment	15 marks
Article Review	10 marks
Total	**40 Marks**

Mapping of POs & COs

CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	3	3	1	2	1
CO2	3	3	3	3	2
CO3	3	3	2	3	2
CO4	3	3	2	3	3
CO5	3	3	3	3	2
Average	3.0	3.0	2.2	2.8	2.0

Mapping of PSOs & COs

CO	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	2	3	1	2
CO2	3	3	3	2
CO3	3	3	3	3
CO4	3	3	3	3
CO5	3	3	3	2
Average	2.8	3.0	2.6	2.4

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

SEMESTER IV SYLLABUS

COURSE CODE BBA401	COURSE NAME Operations Management	SEMESTER 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)	• Remembering the fundamental concepts, terms, and processes in operations management. • Understanding the significance of operations management and its role in aligning business strategies with operational efficiency.

	• Applying the tools like flowcharts and process maps to analyze and improve operational processes. • Analyzing process choices, layout decisions, and capacity planning to identify operational bottlenecks and areas for improvement. • Evaluating the effectiveness of quality management principles such as TQM, Six Sigma, and Lean Manufacturing in achieving organizational goals.

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	**25%**	**15**

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**.**		
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: Recall and describe the fundamental concepts, roles, and functions of operations management.	**Remember**
CO2: Explain and interpret various production systems and process strategies within business operations.	**Understand**
CO3: Apply process design, capacity planning, and quality management tools to operational problems.	**Apply**
CO4: Analyze workflows and evaluate operational efficiency across different functional areas.	**Analyze**
CO5: Assess the impact of emerging trends (e.g., sustainability, AI, global supply chains) on operations strategy.	**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:** ● *International 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

CO	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	2	1	2	2
CO2	2	2	2	2
CO3	3	2	3	2
CO4	3	2	3	3
CO5	3	2	3	3
Average	2.6	1.8	2.6	2.4

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

Mapping of POs & COs

CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	2	2	1	1	1
CO2	2	3	1	1	1
CO3	3	3	3	2	2
CO4	2	3	2	3	2
CO5	2	3	2	3	3
Average	2.2	2.8	1.8	2.0	1.8

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

COURSE CODE BBA402	COURSE NAME Financial Management	SEMESTER 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)	• **To understand the basics of financial management, types of finance, and sources of finance.** • **To learn about capital structure, capitalization, and their impact on financial decisions.** • **To explore cost of capital, leverage, and working capital management.** • **To understand capital budgeting techniques and dividend policy decisions.**

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	**25%**	**15**

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		
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: Recall and explain fundamental concepts of financial management, including time value of money, risk, and return.	**Remember**

CO2: Interpret financial statements and understand the implications of investment, financing, and dividend decisions.	**Understand**
CO3: Apply financial tools and techniques such as NPV, IRR, and ratio analysis to solve practical problems.	**Apply**
CO4: Analyze financial performance and evaluate alternative financial strategies in real-world scenarios.	**Analyze**
CO5: Assess investment and financing options critically and 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. 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

CO	PSO1	PSO2	PSO3	PSO4
CO1	1	1	2	2
CO2	1	2	2	2
CO3	3	2	3	2
CO4	2	2	3	3
CO5	3	2	3	3
Average	2.0	1.8	2.6	2.4

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

Mapping of POs & COs

CO	PO1	PO2	PO3	PO4	PO5
CO1	2	2	1	1	1
CO2	2	3	1	1	1
CO3	3	3	2	2	2
CO4	2	3	1	3	2
CO5	2	3	1	3	3
Average	2.2	2.8	1.2	2.0	1.8

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

COURSE CODE BBA403	COURSE NAME Business Research Methodology	SEMESTER 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	Skills and Employability and Enterpreneurship
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. These competencies are vital for students aspiring to pursue advanced research or contribute to evidence-based decision-making in industry.
Course Revision/ Approval Date:	

Course Objectives (As per Blooms' Taxonomy)	• To Understand the fundamental concepts, scope, and significance of business research, including the types of research and the research process. • Identify and formulate research problems, objectives, and hypotheses, and design appropriate research frameworks. • Analyze various data collection methods, sampling techniques, and research instruments used in quantitative and qualitative research. • Evaluate the validity, reliability, and ethical considerations involved in conducting and interpreting business research. • Prepare and present research reports by applying statistical tools, interpreting results, and making data-driven business decisions.

Course Content	Weightage	Contact hours
Unit 1: Introduction to Research This unit explores the definition, history, evolution, and types of scientific inquiry and research. It addresses the ethical considerations in research, the process of research, and the characteristics and components of good research work.	**25%**	**15**
Unit 2: Formulating the Research Problem: Students will learn how to identify and formulate research problems, conduct literature reviews, and develop research questions and objectives. This unit also covers the process of creating effective research designs.	**25%**	**15**
Unit 3: Measurement and Data Collection This unit focuses on measurement and scaling, discussing different types of data, sources of measurement error, and scale construction techniques. It also covers various data collection methods, including questionnaires, interviews, and observations.	**25%**	**15**
Unit 4: Data Analysis and Interpretation	**25%**	**15**

Topics include sampling methods, data preparation (editing and coding), and hypothesis testing using parametric and non-parametric tests. This unit also discusses the tools and techniques for data visualization like charts, tables, and box plots.		

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 and explain foundational concepts, terminologies, and types of business research.	**Remember**
CO2: Describe various research designs and interpret their suitability in business contexts.	**Understand**
CO3: Apply appropriate sampling methods and statistical tools to collect and interpret business data.	**Apply**
CO4: Analyze complex research problems and propose valid methodological frameworks.	**Analyze**
CO5: Evaluate research findings and present them in structured reports with clarity and accuracy.	**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

CO	PSO1	PSO2	PSO3	PSO4
CO1	1	1	1	3
CO2	1	2	1	3
CO3	3	2	3	3
CO4	2	2	3	3
CO5	3	2	3	3
Average	2.0	1.8	2.2	3.0

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

Mapping of POs & COs

CO	PO1	PO2	PO3	PO4	PO5
CO1	2	2	1	2	1
CO2	2	3	1	2	1
CO3	3	3	2	3	2
CO4	2	3	1	3	2
CO5	2	3	1	3	3
Average	2.2	2.8	1.2	2.6	1.8

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

COURSE CODE BBA404	COURSE NAME International Business	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	**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:	
Course Objectives (As per Blooms' Taxonomy)	• Define key concepts related to international business, including international trade theories, FDI, and economic integration.

	• **Explain the stages of internationalization and the EPRG framework.** • **Apply theories of international trade to analyze real-world business scenarios in global markets.** • **Analyze the impact of Foreign Direct Investment (FDI) on global business operations, and evaluate the benefits and costs of FDI.** • **Critically assess the ethical considerations, CSR frameworks, and ESG investing in international business practices.**

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: Data Analysis and Interpretation Topics include sampling methods, data preparation (editing and coding), and hypothesis testing using parametric and non-parametric tests. This unit also discusses the tools and techniques for data visualization like charts, tables, and box plots.	**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: Recall and explain the evolution, scope, and drivers of international business.	**Remember**
CO2: Understand various forms of economic integration and trade theories.	**Understand**
CO3: Apply international business strategies to real-world business decisions.	**Apply**
CO4: Analyze global trade environments and evaluate the impact of political, economic, and cultural factors.	**Analyze**
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**
	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

CO	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	1	1	2	2
CO2	1	2	2	2
CO3	3	2	3	2
CO4	2	2	3	3
CO5	3	2	3	3
Average	2.0	1.8	2.6	2.4

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

Mapping of POs & COs

CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	2	1	1	1	1
CO2	2	2	1	1	1
CO3	3	2	2	2	2
CO4	2	3	1	3	2
CO5	2	3	1	3	3
Average	2.2	2.2	1.2	2.0	1.8

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

COURSE CODE BBAAI401	COURSE NAME Data Visualization using Power BI	SEMESTER 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	**Basic Computer Knowledge**
Course Category	Core Course
Course focus	Employability/ Data visualization Skills
Rationale	Power BI has emerged as a crucial tool in the field of data analysis and reporting, enabling organizations to extract valuable insights from complex data sets. This subject aims to equip students with the knowledge and skills to effectively utilize Power BI in their professional careers. By learning Power BI, students will be able to transform raw data into meaningful visualizations, make data- driven decisions, and communicate insights to stakeholders. The subject's rationale lies in the increasing demand for professionals who can harness the power of Power BI to drive business success
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	1. To Understand the need, importance, and advantages of Power BI. 2. To Gain knowledge of Power BI's architecture, data access options, and installation process. 3. To Learn how to design reports using different data sources and filters in Power BI. 4. To Acquire skills in visualizing data effectively using various chart types and customization options. 5. To Develop proficiency in managing data hierarchies, drill-down functionalities, and report parameters in Power BI

Course Content (Theory)	Weightage	Contact hours
Unit – 1: Introduction to Power BI and Data Connectivity • **Introduction to Business Intelligence and Data Visualization** • **Need and Importance of Power BI** • **Advantages and Scalable Features of Power BI** • **Evolution of Power BI: Power Query, Power Pivot, Power View** • **Power BI Architecture and Components** • **Power BI Desktop, Power BI Service, and Power BI Cloud** • **Installation and Configuration of Power BI Desktop** • **Microsoft Cloud Services and OneDrive Integration** • **Data Source Library and Data Warehouse Files** • **Connecting to Various Data Sources:** • **Excel Files**	**25%**	**15**

• **CSV and Text Files** • **Database Tables** • **Web and Cloud Sources** • **On-Premises and Cloud Data Access** • **Data Import, Direct Query, and Live Connection Modes** • **Data Refresh and Data Loading Concepts**		
Unit – 2: Report Design and Dashboard Development: Power BI Interface: Report Canvas, Fields, Visualizations Report Page Creation, Management, and Formatting Data Modeling Fundamentals Query Settings and Data Preprocessing Report Design Using Databases and Queries Visual Interactions and Cross Filtering Report-Level, Page-Level, and Visual-Level Filters Auto Filters and Conditional Filters Report Publishing and Verification in Power BI Service Report View Options: • Full View • Fit to Page • Fit to Width Report Refresh Techniques Adding Titles, Themes, and Formatting Focus Mode, Explore Features, and Export Options Multi-page Reports and Dashboard Design Principles	**25%**	**15**
Unit–3: Data Visualization Techniques and Advanced Charts: Creating and Customizing Tables and Matrix Reports, Formatting Tables: Headers, Grid Properties, Styles, Alternate Row Colors. Chart Visualizations: Stacked Bar Chart, Stacked Column Chart, Clustered Bar Chart, Clustered Column Chart, 100% Stacked Charts, Line Charts, Area Charts, Stacked Area Charts, Waterfall Charts, Scatter Charts, Pie Charts, Treemap Charts, Map Visualizations. Field Properties: Axis, Legend, Values,Tooltips Data Labels and Formatting Options Analytics Features: Constant Lines, Reference Lines,Labels Hierarchies and Grouping in Visualizations Focus Mode and Visual Analysis	**25%**	**15**

Unit–4 Advanced Data Analysis, Hierarchies and Interactive Reporting : □ Hierarchies in Power BI □ Creating and Managing Field Hierarchies □ Drill Down and Drill Through Features □ Expand to Next Level and Show Next Level □ See Data and See Records Options □ Aggregation Techniques: Dependent Aggregations, Independent Aggregations, Multi-field Aggregations □ Navigation Across Hierarchy Levels □ Interactive Reports and User Experience Enhancement □ Report Parameters: Creation and Configuration, Data Types, Default and Available Values. □ Query Parameters and Dynamic Data Sources □ Linking Parameters with Queries □ Parameter Management and Editing □ Advanced Query Mode and Connection Settings □ In-Memory Data Models and Performance Optimization □ Synonyms and Natural Language Query Features □ Best Practices for Enterprise Reporting	**25%**	**15**

Instructional Method and Pedagogy: (Max. 100 words)
The instructional method for Power BI will encompass a combination of lecture sessions, real-life case studies, interactive presentations, assignments, tutorials, and hands-on projects. The lectures will provide a comprehensive understanding of the theoretical concepts and practical applications of Power BI. Real- life case studies will demonstrate how Power BI is used in various industries and problem-solving scenarios. Interactive presentations will engage students in discussions and encourage critical thinking. Assignments and tutorials will offer opportunities for practical application and skill development, while hands-on projects will allow

Course Objectives:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to: CO1: Evaluate the significance of Power BI in the context of data analysis and reporting. (Remembering) **CO2: Analyse the components and features of Power BI, including its architecture and installation process. (Understanding)** **CO3: Create reports in Power BI by utilizing different data sources and applying various filters. (Applying)** **CO4: Design visually appealing and informative visualizations using different chart types and customization options in Power BI. (Analyzing)** **CO5: Manage data hierarchies, implement drill-down functionalities, and utilize report parameters effectively in Power BI. (Creating)**	**CO1: Remembering** **CO2: Understanding** **CO3: Applying** **CO4: Analysing** **CO5: Creating**

Learning Resources	
1.	Textbooks: 1. Microsoft Power BI Dashboards Step by Step, First Edition, By pearson 2. Analyzing Data with Microsoft Power BI and Power Pivot for Excel. by Ferrari Alberto , Russo Marco, PHI LEARNING PVT. LTD. | MICROSOFT PRESS

2.	Journals, Periodicals, Reference 1. Mastering Microsoft Power BI: Expert techniques for effective data analytics and business intelligence, brett powell , Packt Publishing 2. Microsoft Power BI Complete Reference: Bring your data to life with the powerful features of Microsoft Power BI, by Devin Knight , Brian Knight , Mitchell Pearson , Manuel Quintana , Brett Powell , Packt Publishing Limited.
3.	Other Electronic Resources:

Evaluation Scheme	**Total Marks**	
Theory: Mid semester Marks	20 marks	
Theory: End Semester Marks	40 marks	
Theory: Continuous Evaluation Component Marks		
	Attendance	05 marks
	MCQs	10 marks
	Open Book Assignment	15 marks
	Article Review	10 marks
	Total	**40 Marks**

Mapping of POs & COs

CO	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	1	1
CO2	3	3	1	1	1
CO3	3	3	3	2	2
CO4	3	3	2	3	2
CO5	3	3	3	2	3
Average	3.0	2.8	2.0	1.8	1.8

Mapping of PSOs & COs

CO	PSO1	PSO2	PSO3	PSO4
CO1	2	2	1	2
CO2	2	3	1	2
CO3	3	3	3	2
CO4	3	3	3	3
CO5	3	3	2	2
Average	2.6	2.8	2.0	2.2

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

COURSE CODE AECC401	COURSE NAME Environmental Studies	SEMESTER IV

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 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)	**Remembering** • Define key environmental terms such as ecosystem, biodiversity, and sustainability. • Identify types of natural resources and pollution. **Understanding** • Explain the structure and functioning of ecosystems. • Describe causes and effects of environmental degradation. **Applying** • Apply environmental concepts to analyze local environmental issues. • Demonstrate sustainable practices in daily life (e.g., waste management, water conservation). **Analyzing** • Examine the impact of human activities on the environment. • Compare renewable and non-renewable resources. **Evaluating** • Assess environmental policies and conservation strategies. • Critically evaluate solutions for environmental problems. **Creating** • Propose innovative ideas for environmental protection and sustainability. • Design small projects or campaigns for environmental awareness.

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: Define entrepreneurship and its types.	**Define**
CO2: Understand that not all ideas can be turned into viable business models and guestimate business potential of an idea.	**Understand**
CO3: Design different types of finances available and financing methods.	**Design**
CO4: Evaluate draft business plans on an identified idea	**Evaluate**
CO5: Analyze operations, build a team from scratch and scaling the business.	**Analyze**

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
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**
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

CO	PSO1	PSO2	PSO3	PSO4
CO1	1	1	1	3
CO2	1	2	1	3
CO3	2	2	3	3
CO4	1	2	3	3
CO5	2	2	3	3
Average	1.4	1.8	2.2	3.0

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

Mapping of POs & COs

CO	PO1	PO2	PO3	PO4	PO5
CO1	1	1	1	1	1
CO2	1	2	1	1	1
CO3	2	2	2	1	2
CO4	1	3	1	2	2
CO5	1	3	1	2	3
Average	1.2	2.2	1.2	1.4	1.8

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

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

Teaching Scheme (Hours)				**Teaching Credit**			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
30			2				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)	CO1: Define teamwork and leadership communication concepts. CO2: Understand digital tools for vocabulary development. CO3: Design collaborative communication strategies. CO4: Evaluate group dynamics and conflict resolution cases. CO5: Analyze real-world workplace communication challenges.

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	Students will be able to apply critical thinking in communication scenarios. Students will demonstrate leadership and collaboration skills in team-based activities. Students will use digital tools and platforms for vocabulary enhancement and communication. Students will effectively engage in conflict resolution and creative problem-solving. Students will communicate confidently in diverse workplace environments.

Mapping of PSOs & COs

CO	PSO1	PSO2	PSO3	PSO4
CO1	3	3	3	2
CO2	3	3	3	2
CO3	3	3	3	2
CO4	3	3	3	2
CO5	3	3	3	3
Average	3.0	3.0	3.0	2.2

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

Mapping of POs & COs

CO	PO1	PO2	PO3	PO4	PO5
CO1	2	1	2	1	2
CO2	2	1	2	1	2
CO3	2	1	2	1	2
CO4	2	1	2	1	2
CO5	1	2	1	2	3
Average	1.8	1.2	1.8	1.2	2.2

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

SEMESTER 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)	CO1: Remembering: Define key concepts related to strategic management, including strategy, corporate governance, and social responsibility. CO2: Understanding: Explain the strategic management process and different levels of strategy in an organization. CO3: Applying: Apply industry analysis tools such as SWOT, BCG Matrix, and value chain analysis to assess strategic capabilities. CO4: Analyzing: Analyze internal and external environments to forecast industry trends and formulate strategies. CO5**:** Evaluating: Evaluate the effectiveness of different corporate strategies including diversification, growth, and mergers & acquisitions.

Course Revision/ Approval Date:	

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,	**25%**	**15**

licensing and joint ventures); Types of renewal strategies retrenchment and turnaround. Strategic fundamentals of merger & acquisitions		
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: Recall and describe core strategic management concepts, models, and terminologies.	**Remember**
CO2: Understand how internal and external environments influence strategy formulation.	**Understand**
CO3: Apply strategic frameworks (SWOT, PESTEL, Five Forces, Value Chain) to evaluate business scenarios.	**Apply**
CO4: Analyze industry structures, competitive forces, and organizational capabilities to craft strategic alternatives.	**Analyze**
CO5: Evaluate strategic options and recommend optimal choices 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

CO	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	1	1	2	2
CO2	1	2	2	2
CO3	3	2	3	2
CO4	2	2	3	3
CO5	3	2	3	3
Average	2.0	1.8	2.6	2.4

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

Mapping of POs & COs

CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	2	1	1	1	1
CO2	2	2	1	1	1
CO3	3	2	2	2	2
CO4	2	3	1	3	2
CO5	2	3	1	3	3
Average	2.2	2.2	1.2	2.0	1.8

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

COURSE CODE BBA405				COURSE NAME HR Analytics			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 knowledge of HR** Domain
Course Category	Basic Core Courses
Course focus	Employability/ HR Skills/
Rationale	HR analytics is an essential subject as it equips students with the knowledge and skills to leverage data-driven insights for effective human resource management. HR analytics enables professionals to extract meaningful patterns and trends from HR data, leading to evidence-based decision-making. By understanding HR analytics, students can contribute to organizational success by aligning HR strategies with business objectives, optimizing HR processes, and driving a high-performing and engaged workforce.
Course Revision/ Approval Date:	23rd February 2022 (6th BoS)
Course Objectives (As per Blooms' Taxonomy)	1: To Understand the fundamentals of HR analytics: Students will comprehend HR analytics principles and the process of designing HR analytics projects. (Knowledge/Comprehension) 2: To Apply descriptive analytics techniques: Students will analyze relevant HR data, implement data cleaning processes, and develop customized metrics for their organization. (Application/Analysis) 3: To Utilize predictive analytics tools: Students will make predictions using analytical tools, select appropriate models, and interpret results for future meetings. (Analysis/Evaluation) 4: To Apply prescriptive analytics for HR challenges: Students will address HR challenges through prescriptive analytics, including promoting ideas, ensuring engagement, and driving cultural changes. (Evaluation/Synthesis) 5: To Demonstrate optimization through prescriptive analytics: Students will optimize HR solutions by influencing stakeholders, proposing contextualized prescriptions, and enhancing organizational performance. (Evaluation/Synthesis)

Course Content (Theory)	Weightage	Contact hours

Unit 1 Introduction to People Analytics **This module will help students understand the domain of HR analytics and the process of implementing HR analytics in the context of evolving HR technologies. For example, how will you identify the concerns related to scheduled meetings in your organization (duration, effectiveness, challenges etc.) and make an evidence-based decision through a people analytics process? This module will also help you learn the basics of designing an appropriate HR analytics project for your experience and exposure.** **Evidence-based Approach HR Analytics Continuum** **HR Analytic Process: Designing a Project**	**20%**	**15**
Unit: 2 Descriptive Analytics This module focuses on the process of capturing relevant data for HR analytics. We will focus on questions such as, the existing and potential sources of relevant data, data cleaning processes, types of metrics, and the process of developing customized proprietary metric for your organization. For illustrations, you will consider the availability of existing data, pertaining to scheduled meetings in your organization and its reliability, segmentation of the available data and modification of the same, for making business sense in your organizational context. Analytical Foundations of HR Measurement Bringing HR and Finance together Types of HR Metrics Developing Proprietary Metrics for your organization/Issues faced	**20%**	**15**
Unit 3 – Predictive Analytics By utilizing basic analytical tools, in this module, you will learn to make predictions about the challenges and outcome of future scheduled meetings in your organization. This module will help you make predictions such as – meetings that may not commence on time, relative contribution of current talent management practices to the delay in closing the meeting, types of meetings that are difficult to manage etc., based on different types of analysis. Discussions will also include qualitative analytical tools – Natural Language Processing. Introduction to Predictive Analytics Tools Choosing Predictive Analytic Models for Quantitative Data Working with Qualitative Data Interpreting Predictive Analytics Results	**20%**	**15**
Unit: 4 Prescriptive Analytics Prescriptive analytics in this context will also focus on modifications required in associated HR initiatives to ensure: (a) free flow of value-adding ideas (b) high engagement levels irrespective of hierarchical levels and (c) changes in the culture of the organization, to a high-performing	**20%**	**15**

professional one. Furthermore, the module will also briefly discuss ONA – Organizational Network Analysis. **Responding to HR Challenges through Prescriptive Analytics Prescriptive Analytics as a Process to Influence Stakeholders Contextualized Prescriptions Optimization through Prescriptive Analytics** **<u>Project</u>** **Illustrations of People Analytics from Staffing, Training, Performance Management, Leadership, Organizational Culture, OD interventions, Organizational Structure etc., are covered and discussed across the four modules discussed above**		

Instructional Method and Pedagogy: (Max. 100 words)

The instructional method and pedagogy for HR analytics will include a combination of lectures, case studies, presentations, assignments, and tutorials. Lectures will provide a theoretical foundation and conceptual understanding of HR analytics principles. Case studies will enable students to apply their knowledge to real-world scenarios and develop analytical skills. Presentations will foster effective communication and presentation abilities. Assignments will promote critical thinking and problem-solving through data analysis and metric development. Tutorials will provide hands-on guidance and practical application of analytics tools. This comprehensive approach ensures a well-rounded learning experience, catering to different learning styles and preparing students for the challenges of HR analytics in the industry.

Course Objectives:	Blooms' Taxonomy Domain
After successful completion of the above course, students will be able to: CO1: **Understand** the fundamentals of HR analytics: Students will comprehend HR analytics principles and project design. (Knowledge/Comprehension) CO2**: Apply** descriptive analytics techniques: Students will analyze HR data, clean data, and develop customized metrics. (Application/Analysis) CO3: **Utilize** predictive analytics tools: Students will make predictions, select models, and interpret results for future meetings. (Analysis/Evaluation) CO4: **Apply** prescriptive analytics for HR challenges: Students will address HR challenges through prescriptive analytics, promoting ideas, ensuring engagement, and driving cultural changes. (Evaluation/Synthesis) CO5: **Demonstrate** optimization through prescriptive analytics: Students will optimize HR solutions, influence stakeholders,	CO1:Knowledge/Comprehension CO2: Application/Analysis CO3: Analysis/Evaluation CO4: Evaluation/Synthesis CO5: Evaluation/Synthesis

propose contextualized prescriptions, and enhance organizational performance. (Evaluation/Synthesis)	

Learning Resources	
1.	Text Book: A Fundamental of HR Analytics: A Manual to Becoming HR by Analytics: Fermin Diez, Mark Bussin, and Venessa Lee
2.	Journals, Periodicals, Reference Reference Books: 5. HR Analytics: Understanding HR Theories by Dipak Kumar Bhattacharyya Introduction to HR Analytics A practical guide to Data driven HR by Dave Millner and Nadeem Khan
3.	Other Electronic Resources:

Evaluation Scheme	**Total Marks**
Theory: Mid semester Marks	20 marks
Theory: End Semester Marks	40 marks
Theory: Continuous Evaluation Component Marks	

Attendance	05 marks
MCQs	10 marks
Open Book Assignment	15 marks
Article Review	10 marks
Total	**40 Marks**

Mapping of POs & COs

CO	PO1	PO2	PO3	PO4	PO5
CO1	3	3	1	1	2
CO2	3	3	3	2	3
CO3	3	3	2	3	3
CO4	3	3	2	3	3
CO5	3	3	2	3	3
Average	3.0	3.0	2.0	2.4	2.8

Mapping of PSOs & COs

CO	PSO1	PSO2	PSO3	PSO4
CO1	2	3	2	2
CO2	3	3	3	2
CO3	3	3	3	3
CO4	3	3	3	3
CO5	3	3	3	3
Average	2.8	3.0	2.8	2.6

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

COURSE CODE BBAAI501	COURSE NAME Data Visualization using Tableau	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 knowledge of Business**
Course Category	Core Course
Course focus	Employability/ Analytical Skills/ Entrepreneurship
Rationale	This subject is designed to equip students with essential skills in Tableau, enabling them to analyze data effectively, create meaningful visualizations, and generate actionable insights for decision-making in diverse professional contexts.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	1. Understand the basic functionalities of Tableau and learn how to connect to different data sources such as excel files, text files, and Microsoft Analysis Services. 2. Develop skills in creating and removing hierarchies, using parameters, grouping data, and applying sorting techniques in Tableau. 3. Explore a wide range of charts and visualizations available in Tableau, including area, bar, pie, scatter, and heatmaps, among others. 4. Gain proficiency in creating advanced reports in Tableau, such as dual-axis reports, blended axis reports, and adding reference lines and distributions. 5. Learn to utilize calculations and filters in Tableau, including calculated fields, ranking, top and bottom filters, context filters, and data source filters.

Course Content (Theory)	Weightage	Contact hours

Unit 1 Introduction to Tableau and Data Connections: □ Introduction to Data Visualization and Tableau □ Tableau Interface and Workspace □ Connecting to Data Sources: • Excel Files • Text/CSV Files • Microsoft Analysis Services • Multiple Data Source Connections □ Data Preparation and Data Management □ Dimensions and Measures □ Creating and Managing Hierarchies □ Creating and Organizing Folders □ Data Sorting Techniques □ Creating Basic Worksheets and Reports □ Understanding Tableau Workbook Structure	**25%**	**15**
Unit: 2 Tableau Report Development and Data Organization: □ Creating Interactive Reports and Dashboards □ Parameters and Their Applications □ Data Grouping Techniques □ Combined Sets and Set Operations □ Creating First Analytical Reports □ Data Labels and Formatting □ Report Design Best Practices □ Worksheet and Dashboard Navigation □ Interactive Features in Tableau □ Dashboard Layout and Presentation	**25%**	**15**
Unit 3 Data Visualization Techniques and Chart Development: □ Principles of Effective Data Visualization □ Creating and Customizing Charts: Bar Charts, Line Charts, Area Charts, Pie Charts, Scatter Plots, Bubble Charts, Tree Maps, Waterfall Charts, Heat Maps, Box Plots, Pareto Charts, Bullet Charts, Gantt Charts, Lollipop Charts, Bump Charts, Word Clouds, Crosstab Reports, Motion Charts, Combined Charts, Stacked Charts. □ Choosing Appropriate Visualizations □ Chart Formatting and Enhancements	**25%**	**15**
Unit 4 Advanced Analytics, Maps, Calculations and Filters: □ Advanced Reporting Techniques: Dual Axis Reports, Blended Axis Reports, Individual Axis Reports. □ Reference Lines and Reference Distributions □ Geographic Visualizations: Basic Maps, Mapbox Background Maps □ Calculated Fields and Formula Creation □ Ranking Calculations and Analytical Measures □ Introduction to Filters □ Filter Types: Top and Bottom Filters, Context Filters, Slicing Filters, Data Source Filters,Extract Filters. □ Advanced Data Analysis Techniques □ Dashboard Optim,zation and Performance	**25%**	**15**

Instructional Method and Pedagogy: (Max. 100 words)
This course will employ a combination of lectures, hands-on exercises, and guided practice sessions. Instructors will provide step-by-step demonstrations of connecting Tableau to different data sources, creating and removing hierarchies, and utilizing various features like parameters, grouping, and data labels. Students will actively engage in practical exercises to reinforce their understanding and gain proficiency in creating basic reports, visualizations, and advanced reports.

Course Objectives:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to: **CO1**: Recall and describe the process of connecting to various data sources in Tableau, including excel files, text files, and Microsoft Analysis Services. (Remembering) **CO2:** Apply Tableau features like parameters, grouping, and sorting to organize and analyze data effectively. (Applying) **CO3**: Differentiate and select appropriate charts and visualizations in Tableau to represent different types of data accurately. (Analyzing) **CO4:** Develop advanced reports using Tableau, incorporating dual-axis charts, blended axis reports, and reference lines for enhanced visual representation. (Creating) **CO5**: Utilize calculations and filters in Tableau to perform data manipulations, rankings, and filtering techniques for targeted analysis and data exploration. (Applying)	CO1: Remembering CO2: Applying CO3: Analyzing CO4: Creating CO5: Applying

Learning Resources	
1.	Text Book: Visual Analytics with Tableau Book by Alexander Loth
2.	Journals, Periodicals, Reference Reference Books: 1. Tableau Your Data! Fast and Easy Visual Analysis with Tableau Software Book by Daniel G. Murray
3.	1. Other Electronic Resources: http://www.nptel.ac.in

Evaluation Scheme	**Total Marks**		
Theory: Mid semester Marks	20 marks		
Theory: End Semester Marks	40 marks		
Theory: Continuous Evaluation Component Marks		Attendance	05 marks
		MCQs	10 marks
		Open Book Assignment	15 marks

Article Review	10 marks
Total	**40 Marks**

Mapping of POs & COs

CO	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	1	1
CO2	3	3	3	2	2
CO3	3	3	2	3	2
CO4	3	3	3	2	3
CO5	3	3	3	2	2
Average	3.0	2.8	2.4	2.0	2.0

Program outcome

PO1: Understanding of business concepts and principles relevant to analytics
PO2: Ability to apply data analytics techniques and tools to real-world business situations
PO3: Proficiency in statistical analysis and data visualization
PO4: Ability to develop predictive models using machine learning algorithms
PO6: Critical thinking and problem-solving abilities with a focus on data-driven decision makin5
PO6: Ethical decision-making skills with respect to the use of data and analytics
PO7: Entrepreneurial mind-set and innovation skills with respect to the development and implementation of data-driven business strategies
PO8: Leadership and teamwork skills to effectively collaborate with diverse teams in a data-driven environment

Mapping of PSOs & COs

CO	PSO1	PSO2	PSO3	PSO4
CO1	2	2	1	2
CO2	3	3	3	2
CO3	3	3	3	3
CO4	3	3	2	2
CO5	3	3	3	2
Average	2.8	2.8	2.4	2.2

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

COURSE CODE AECC601	COURSE NAME Indian Constitution	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	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)	CO1: To Understand the historical evolution, significance, and key features of the Indian Constitution. CO2: To Identify and explain the roles and responsibilities of the fundamental organs of the government—Legislature, Executive, and Judiciary. CO3: Analyze the principles of federalism, separation of powers, and constitutional provisions related to fundamental rights and duties. CO4: Evaluate the functioning of constitutional bodies and the impact of constitutional amendments on Indian democracy. CO5: Apply constitutional principles to contemporary legal, political, and social issues to promote responsible citizenship and democratic values.
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	**30%**	**8**

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		

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:	
Recall key articles of the Constitution related to economic and business rights (e.g., Articles 19, 280, 301-307). List significant case studies influencing the economic interpretation of the Constitution.	**Remember**
Explain the historical evolution of the Indian Constitution as an economic document. Describe the principles of fiscal federalism and their implementation challenges.	**Understand**
Apply constitutional principles to analyze current business regulations and economic policies. Relate historical judgments to contemporary economic scenarios.	**Apply**
Examine the overlap between constitutional law and economic justice through case studies. Critically analyze the balance between fundamental rights and reasonable restrictions.	**Analyze**
Assess the impact of constitutional amendments and judgments on India's economic landscape.	**Evaluate**

Judge the effectiveness of fiscal policies within the framework of fiscal federalism.	

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
	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

CO	PSO1	PSO2	PSO3	PSO4
CO1	1	1	2	3
CO2	1	2	2	3
CO3	3	2	3	3
CO4	2	2	3	3
CO5	3	2	3	3
Average	2.0	1.8	2.6	3.0

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

Mapping of POs & COs

CO	PO1	PO2	PO3	PO4	PO5
CO1	1	1	1	1	1
CO2	1	2	1	1	1
CO3	2	2	2	2	2
CO4	1	3	1	3	2
CO5	1	3	1	3	3
Average	1.2	2.2	1.2	2.0	1.8

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

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

Teaching Scheme (Hours)				**Teaching Credit**			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
30			2				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)	CO1: Define norms of business communication and etiquette. CO2: Understand time management techniques for professional settings. CO3: Design professional resumes and cover letters. CO4: Evaluate communication scenarios in the workplace. CO5: Analyze job roles to align resumes and communication styles.

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	• Students will be able to exhibit business etiquette in meetings, calls, and emails. • Students will manage professional tasks effectively using time management tools. • Students will create impactful resumes and cover letters tailored to specific job roles. • Students will communicate appropriately and persuasively in various business formats. • Students will demonstrate readiness for

	formal professional interactions.

Mapping of PSOs & COs

CO	PSO1	PSO2	PSO3	PSO4
CO1	3	3	3	2
CO2	3	3	3	2
CO3	3	3	2	2
CO4	3	3	3	2
CO5	3	3	3	3
Average	3.0	3.0	2.8	2.2

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

Mapping of POs & COs

CO	PO1	PO2	PO3	PO4	PO5
CO1	2	1	2	1	2
CO2	2	1	2	1	2
CO3	1	1	2	1	3
CO4	2	1	2	1	2
CO5	1	2	1	2	3
Average	1.6	1.2	1.8	1.2	2.4

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

SEMESTER VI SYLLABUS

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)	• Define key concepts of financial analytics, including financial ratios, data types, and tools used in analysis. • Understand how to apply statistical and analytical methods to financial data and interpret results. • Design financial dashboards and models for forecasting, budgeting, and scenario analysis using analytical tools. • Evaluate investment opportunities, financial performance, and risk using quantitative data. • Analyze financial datasets to identify trends, anomalies, and actionable insights for strategic 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: To Remember advanced functions, PivotTables, and charts to effectively summarize, visualize, and analyze financial data, including pricing analytics and risk assessment.	**Remember**
CO2: To Understand financial models and analyzing publicly available data to generate insights on prices, individual security returns, portfolio returns, and associated risks.	**Understand**
CO3: To Apply time-series data to understand component factors of time-series models, performing trend analysis, and applying various smoothing techniques for accurate forecasting.	**Apply**
CO4. To Analyze and create autoregressive models, ARIMA time-series models, and hierarchical forecasting methods, assessing forecast accuracy and selecting appropriate models for financial data forecasting.	**Analyze**
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
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
CO1	2	2	1	2
CO2	2	3	1	2
CO3	3	3	3	2
CO4	3	3	3	3
CO5	3	3	3	3
Average	2.6	2.8	2.2	2.4

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	3	1	1	1
CO3	3	3	3	2	2
CO4	3	3	2	3	2
CO5	3	3	2	3	3
Average	3.0	2.8	1.8	2.0	1.8

Mapping Key: High = 3, Medium = 2, Low = 1, None = 0

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)	• Develop a foundational understanding of how Digital Marketing. • Be able to develop or critique the business models of firms that are engaged in digital marketing.

	• **Applying skills and capabilities to address DM problems in the real world.**

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: To Remember the evolution and fundamentals of digital marketing, including distinctions between traditional and digital marketing, digital consumer behavior, and frameworks such as POEM and the digital decision journey.	**Remember**
CO2: To Understand digital marketing strategies by conducting internal assessments, setting objectives, and applying the digital marketing mix tailored to different business models and environments.	**Understand**
CO3: To Apply effective digital marketing campaigns by selecting appropriate communication channels such as social media, search engines, and display advertising; optimize websites for user experience and search engines; and utilize web analytics for data-driven marketing decisions.	**Apply**
CO4: To Analyze digital marketing execution elements, including revenue and service delivery management, integrating emerging technologies like Artificial Intelligence (AI), Virtual Reality (VR), and Augmented Reality (AR), while adhering to digital ethics and data privacy standards.	**Analyze**
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.

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**
CO1	2	2	1	2
CO2	2	3	1	2
CO3	3	3	3	2
CO4	3	3	3	3
CO5	3	3	3	3
Average	2.6	2.8	2.2	2.4

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	2	1	1	1
CO3	3	2	3	2	2
CO4	3	3	2	3	2
CO5	3	3	2	3	3
Average	3.0	2.2	1.8	2.0	1.8

Mapping Key: High = 3, Medium = 2, Low = 1, None = 0

COURSE CODE	COURSE NAME	SEMESTER
BBA603	Corporate Governance	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)	• To provide learners with a comprehensive understanding of the concept of Corporate Governance, its emergence, and its significance in the modern organizational context. • To equip learners with the ability to assess and identify the various global corporate failures, using international codes of corporate governance. • To enable learners to understand and apply various composition of the board, the role of board and board committees, and concepts like insider trading, shareholder activism, class action suits, whistleblowing mechanism, and CSR in corporate governance. To develop learners' skills for understanding the regulatory framework of corporate governance in India and to investigate the impact of corporate failures in India and common

	governance problems in these failures.

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: To Remember the concept of corporate governance and its significance and discuss different theories of corporate governance.	**Remember**
CO2: To Understand the role of different stakeholders in corporate governance and interpret concepts like insider trading, shareholder activism, and CSR.	**Understand**
CO3: To Apply major global corporate failures and the international codes that were developed in response.	**Apply**
CO4: To Analyze the regulatory framework of corporate governance in India, major corporate failures in India and the common governance problems associated with these	**Analyze**
CO5: To Evaluate the different laws and regulations.	**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
CO1	1	1	2	3
CO2	1	2	2	3
CO3	3	2	3	3
CO4	2	2	3	3
CO5	3	2	3	3
Average	2.0	1.8	2.6	3.0

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

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5
CO1	1	1	1	1	1
CO2	1	2	1	1	1
CO3	2	2	2	2	2
CO4	1	3	1	3	2
CO5	1	3	1	3	3
Average	1.2	2.2	1.2	2.0	1.8

Mapping Key: High = 3, Medium = 2, Low = 1, None = 0

COURSE CODE AECC501			COURSE NAME Disaster and Risk Management			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 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:	
Course Objectives (As per Blooms' Taxonomy)	• To define and recall the key terms and types of disasters, such as natural, technological, and complex emergencies. • To describe and explain the disaster management cycle including prevention, preparedness, response, and recovery. • To apply disaster risk assessment methods and early warning systems in practical case scenarios. • To analyze the vulnerability of communities and ecosystems using hazard mapping and risk models.

	• **To evaluate existing disaster management policies, frameworks (e.g., Sendai Framework), and emergency response strategies.** • **To develop and design community-based disaster preparedness plans and institutional response mechanisms.**

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	**25**	**08**

Management; Role of Government (local, state and national), Non-Government and Inter-Governmental Agencies. Disaster Management Act in relation to COVID-19 pandemic.		
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: Possess awareness to mitigate the effects of disaster	**Remember**
CO2: Know local disaster management policies, regulations and authorities	**Understand**
CO3: Contribute in capacity building measures to mitigate disasters	**Apply**
CO4: Understanding role of science in mitigating disasters	**Analyze**
CO5: Contribute to safe society by the study of various disasters	**Evaluate**

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
CO1	1	1	1	3
CO2	1	2	1	3
CO3	2	2	3	3
CO4	1	2	3	3
CO5	2	2	3	3
Average	1.4	1.8	2.2	3.0

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

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5
CO1	1	1	1	1	1
CO2	1	2	1	1	1
CO3	2	2	2	1	2
CO4	1	3	1	2	2
CO5	1	3	1	2	3
Average	1.2	2.2	1.2	1.4	1.8

Mapping Key: High = 3, Medium = 2, Low = 1, None = 0

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

Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
30			2				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)	CO1: Define key interview questions and formats (e.g., STAR). CO2: Understand career planning tools like SWOT and SMART goals. CO3: Design digital profiles and job search strategies. CO4: Evaluate interview performances and career options. CO5: Analyze online platforms for professional networking.

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	□ Students will confidently answer behavior interview questions using structured responses (STAR method). □ Students will set realistic career goals and assess their strengths using tools like SWOT analysis. □ Students will build optimized LinkedIn profiles and engage with online job platforms. □ Students will perform well in mock interviews and receive constructive feedback. □ Students will demonstrate awareness of digital employability tools and career-building strategies.	

Mapping of PSOs & COs

CO	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	3	3	3	2
CO2	3	3	3	2
CO3	3	3	2	2
CO4	3	3	3	2
CO5	1	3	1	2
Average	2.6	3.0	2.4	2.0

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

Mapping of POs & COs

CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**
CO1	2	1	2	1	2
CO2	2	1	2	1	2
CO3	1	1	2	1	3
CO4	2	1	2	1	2

CO	PO1	PO2	PO3	PO4	PO5
CO5	1	1	1	1	1
Average	1.6	1.0	1.8	1.0	2.0

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

COURSE CODE BBAAI 601	COURSE NAME Digital Transformation and Emerging Technologies	SEMESTER VI

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

Course Pre-requisites	**Students should possess basic knowledge of business management, computer applications, internet usage, and analytical skills to understand digital transformation and emerging technologies effectively.**
Course Category	Core Subject
Course focus	Skills, Employability and Entrepreneurship
Rationale	• Digital technologies are transforming modern business operations and management practices. • Organizations are increasingly adopting emerging technologies such as AI, IoT, Blockchain, Cloud Computing, and Big Data Analytics. • Businesses require professionals who can understand and manage digital transformation initiatives effectively. • The course helps students develop knowledge of digital business models and technology-driven innovation.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	• Define the concepts, significance, and scope of digital transformation and emerging technologies in modern business environments. • Understand the role of technologies such as Artificial Intelligence, Blockchain, Cloud Computing, IoT, and Big Data in organizational growth and innovation. • Analyze the impact of digital technologies on business models, customer experience, operational efficiency, and decision-making processes. • Design digital strategies and technology-driven solutions for improving business performance and competitiveness. • Evaluate the opportunities, challenges, ethical issues, and cybersecurity concerns associated with digital transformation initiatives.

Course Content	Weightage	Contact hours
Unit 1: Introduction to Digital Transformation: Meaning and Concept of Digital Transformation, Evolution of Digital Economy, Industry 4.0 and Business Transformation, Digital Business Models, Drivers of Digital Transformation, Digital Strategy and Innovation, Role of Digital Leadership and Organizational Culture, Case Studies on Digital Transformation in Business Organizations.	25%	15
Unit 2: Emerging Technologies in Business: Artificial Intelligence (AI) and Machine Learning, Internet of Things (IoT), Blockchain Technology, Cloud Computing, Big Data and Business Analytics, Robotic Process Automation (RPA), Virtual Reality (VR) and Augmented Reality (AR), Digital Twins and Smart Systems.	25%	15
Unit 3: Digital Business and Data-Driven Decision Making: E-Commerce and Digital Platforms, Digital Marketing and Social Media Technologies, Customer Relationship Management (CRM) Systems, Data Analytics for Business Decisions, Business Intelligence Tools, FinTech and Digital Payment Systems, Smart Supply Chain and Logistics Technologies, Innovation and Digital Entrepreneurship	25%	15
Unit 4: Cybersecurity, Ethics and Future Trends: Cybersecurity Fundamentals, Cyber Threats and Risk Management, Data Privacy and Protection, Ethical Issues in Digital Transformation, Legal and Regulatory Framework for Digital Business, Sustainable Digital Transformation, Future Trends in Emerging Technologies, Challenges and Opportunities in Digital Adoption.	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: **Define** the key concepts, tools, and applications related to digital transformation and emerging technologies.	**Define**
CO2: **Understand** the applications of AI, IoT, Blockchain, Cloud Computing, and Data Analytics in various business functions.	**Understand**
CO3: **Analyze** digital business models and assess the influence of emerging technologies on organizational effectiveness and innovation.	**Design**
CO4: **Design** technology-enabled business solutions and digital transformation strategies for real-world business problems.	**Evaluate**
CO5: **Evaluate** the effectiveness, risks, ethical implications, and future potential of digital technologies in business and society.	**Analyze**
Learning Resources	

1.	**Reference Books:** • George Westerman, Didier Bonnet & Andrew McAfee – Leading Digital • Erik Brynjolfsson & Andrew McAfee – The Second Machine Age • Ian Sommerville – Software Engineering • Alex Osterwalder – Business Model Generation • Andrew Ng – Machine Learning Yearning • David Hanes et al. – IoT Fundamentals • Kevin Kelly – The Inevitable: Understanding the 12 Technological Forces • Thomas H. Davenport – Big Data at Work
2.	**Journals & Periodicals:** • Harvard Business Review • MIT Sloan Management Review • Journal of Digital Innovation • International Journal of Information Management • Journal of Business Research • Technology Innovation Management Review • Business Today • Economic Times – Digital Transformation Section
3.	**Other Electronic Resources:** • Google Digital Garage • NPTEL – AI for Business / Digital Transformation • Kaggle – datasets & AI projects • Google AI & Microsoft Learn

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	PSO1	PSO2	PSO3	PSO4
CO1	2	2	1	2
CO2	2	3	1	2
CO3	3	3	3	3
CO4	3	3	2	2
CO5	3	3	3	3
Average	2.6	2.8	2.0	2.4

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

Mapping of POs & COs

CO	PO1	PO2	PO3	PO4	PO5
CO1	3	1	2	1	1
CO2	3	2	2	1	1
CO3	3	3	3	3	2
CO4	3	2	3	2	3
CO5	3	3	3	3	3
Average	3.0	2.2	2.6	2.0	2.0

SEMESTER-VII

COURSECODE MBA1001	COURSENAME Accounting for Managers	SEMESTER VII

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
45	-	-	45	3	-	-	3

Course Pre-requisites	**Basic knowledge of Business**
Course Category	Compulsory
Course focus	Skills Enhancement
Rationale	The main objective of managerial accounting is to maximize profit and minimize losses. It is concerned with the presentation of data to predict inconsistencies in finances that help managers make important decisions.
Course Revision/ Approval Date:	8th BOS
Course Objectives (As per Blooms' Taxonomy)	1. To understand commonly used financial statements, their components. 2. To Show how information from business transactions flows into these statements 3. To examine the knowledge of generally accepted accounting principles (GAAP) and managerial accounting theories to business organizations, state and local. 4. To Learn how to prepare financial statements 5. To evaluate internal control issues and the effects of the regulatory environment on financial reporting.

Course Content	Weightage	Contact hours
Unit 1: Fundamentals of Accountancy Need for accounting, Functions of Accounting, Objectives of Accounting, Book Keeping and accounting, Users and uses of accounting information	**20%**	**9**
Unit 2: Accounting Process	**20%**	**9**

Recording Business Transactions, Accounting Terminologies, Accounting Equation,Journalising Transactions - Subsidiary Books - Ledger Posting - Trial balance, Final accounts, Case Study problem on Final Accounts		
Unit 3: Accounting Concepts, Conventions & Principles Generally Accepted Accounting Principles, Identification of different Accounting concept applied in various transactions, Financial accounting standards: Concept, benefits, procedure for issuing accounting standards in India, Indian Accounting Standard (Ind-AS), International Financial Reporting Standards (IFRS): - Need and procedures.	**20%**	**9**
Unit 4 Depreciation Meaning objectives and methods of depreciation, examples of depreciation calculation (Straight Line Method and Diminishing Balance Method without retrospective effect), Recognition - Determination of Amount of Expense, Capital and Revenue: Classification of Income - Classification of Expenditure - Classification of Receipts	**20%**	**9**
Unit 5: Emerging Issues in Accounting and Computerized Accounting Emerging Issues in Accounting**:** Human Resource Accounting, Forensic Accounting, Sustainability Reporting, Applicability of Ind AS – Indian Accounting Standards. Computerized Accounting Systems**-** Structuring Database for Accounting- Accounting system Using Database Management systems- Illustration of Accounting Database.	**20%**	**9**

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 basic concepts, objectives, and functions of accounting and identify various users of accounting information.	**Remember**
CO2: **Explain** the steps in the accounting cycle including recording, classifying, and summarizing financial transactions.	**Understand**

CO3: Apply appropriate accounting principles and standards (Ind-AS and IFRS) to practical business transactions.	**Apply**
CO4: **Analyze** different methods of depreciation and distinguish between capital and revenue items for accurate financial reporting.	**Analyze**
CO5: **Evaluate** emerging trends and technologies in accounting, including sustainability reporting and computerized accounting systems.	**Evaluate**

Learning Resources	
1.	**Textbook:**
2.	**Reference Books:** 1. T. S. Grewal, Introduction of Accounting, Sultan Chand& Co. 2. Maheshwari, S.N. and S. K. Maheshwai: An Introduction to Accountancy, Eighth Edition, Vikas Publishing House 3. Rupam Gupta, Principles of Accounting, Sultan Chang &Co. 4. Hanif and Mukharjee, Modern Accounting, Tata McGraw-Hill 5. Gupta, R.L. and V.K. Gup ta; Financial Accounting: Fundamental, Sultan Chand Publishers
3.	**Journals & Periodicals:** 1. Journal of Accounting Auditing and Finance 2. International Journal of Accounting 3. Journal of Accountancy 4. Journal of Accounting Research.
4.	**Other Electronic Resources:** www.onlinelibrary.wiley.com

Mid Semester Marks	**20 marks**
End Semester Marks	40 marks
Continuous Evaluation **40 marks**	

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

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

COURSE CODE MBA1004			COURSE NAME Managerial Economics			SEMESTER VII	
Teaching Scheme (Hours)				**Teaching Credit**			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
45	-	-	45	3	-	-	3

Course Pre-requisites	**Basic understanding of microeconomics, mathematics, statistics, and business concepts; analytical thinking and decision-making skills are essential prerequisites.**
Course Category	Compulsory
Course focus	Skills Enhancement
Rationale	It provides students with a foundational understanding of the behavior of individual economic agents, such as consumers and firms, and their interactions in the market. The course is designed to equip students with the necessary skills and knowledge to understand the microeconomic principles underlying the decision-making of businesses and individuals in the marketplace. The rationale for including the Micro Economics course in the MBA program is to prepare students to make informed and effective business decisions by providing them with a deeper understanding of how markets work.
Course Revision/ Approval Date:	8th BOS
Course Objectives (As per Blooms' Taxonomy)	1. To learn the basic economic principles so that you can examine a variety of social issues from the perspective of economics. 2. Be able to apply the concepts studied in class to the real world, and understand the political and economic jargons in everyday news. 3. To familiarize students with the basic concepts of micro economics. 4. To understand the effect of micro economics principles on the business decisions.

	5. **To recognize that even though economic ideas are often abstract and ideologically driven, they are nevertheless a powerful tool for social change.**

Course Content	Weightage	Contact hours
Unit 1: Fundamentals of Micro Economics Meaning and concepts: Wants, Desire, Demand, Utility and Satisfaction Indifference Curves	**20%**	**9**
Unit 2: Demand Analysis The demand function Demand curve, Determinants of demand Elasticity of demand Estimation and forecasting of demand	**20%**	**9**
Unit 3: Production and Cost Analysis Basic production and cost concepts, short run and long run estimation of cost, Economics of scope	**20%**	**9**
Unit 4: Revenue Concepts Total Revenue Variable and Fixed Revenue Average and Marginal Revenue	**20%**	**9**
Unit 5: Market conditions Market Structure: Perfect Competition – Monopoly - Imperfect Market Price Output determination under different marketconditions	**20%**	**9**

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: Define and **recall** basic microeconomic concepts such as wants, demand, utility, and indifference curves.	**Remember**
CO2: **Explain** the demand function, determinants of demand, and the concept of	**Understand**

demand elasticity.	
CO3: **Apply** cost and production concepts to assess short-run and long-run cost structures.	**Apply**
CO4: **Analyze** different types of revenues (total, average, marginal) and their behavior in various business scenarios.	**Analyze**
CO5: **Evaluate** price and output decisions under different market structures like perfect competition, monopoly, and imperfect markets.	**Evaluate**

Learning Resources	
1.	**Textbook:** "Managerial Economics" by Dominick Salvatore
2.	**Reference Books:** 1. Managerial Economics: Analysis, Problems, Cases" by W. Bruce Allen, Keith Weigelt, and Neil A. Doherty 2. "Managerial Economics and Business Strategy" by Michael Baye and Jeff Prince 3. "Managerial Economics" by Christopher R. Thomas and S. Charles Maurice 4. "Managerial Economics: Principles and Worldwide Applications" by Dominick Salvatore and Ravikesh Srivastava
3.	**Journals & Periodicals:** 1. Journal of Economic Perspectives 2. The Economic Journal 3. Managerial and Decision Economics 4. Harvard Business Review 5. MIT Sloan Management Review 6. The Economist (for applied economic insights)
4.	**Other Electronic Resources:** 1. NPTEL Courses on Managerial Economics – nptel.ac.in 2. Khan Academy – Microeconomics and Decision-Making Playlists 3. Coursera/edX – Courses from universities like MIT, Yale, and the University of Illinois 4. Investopedia – For foundational economic and financial concepts 5. YouTube Channels – Like Marginal Revolution University for practical

	economics explanations **6. Statista and World Bank Data Portals – For economic statistics and analysis**
Mid Semester Marks	**20 marks**
End Semester Marks	40 marks
Continuous Evaluation **40 marks**	

Mapping of PSOs & COs

CO	PSO1	PSO2	PSO3	PSO4
CO1	1	1	1	3
CO2	1	2	1	3
CO3	3	2	3	3
CO4	2	2	3	3
CO5	3	2	3	3
Average	2.0	1.8	2.2	3.0

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

Mapping of POs & COs

CO	PO1	PO2	PO3	PO4	PO5
CO1	2	2	1	1	1
CO2	2	3	1	1	1
CO3	3	3	3	2	2
CO4	2	3	2	3	2
CO5	2	3	2	3	3
Average	2.2	2.8	1.8	2.0	1.8

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

COURSE CODE MBA1005			COURSE NAME Quantitative Technique			SEMESTER VII	
Teaching Scheme (Hours)				**Teaching Credit**			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
30	15	-	45	2	15	-	3

Course Pre-requisites	**Basic knowledge of Mathematics**
Course Category	Compulsory
Course focus	Employability and Skill enhancement
Rationale	Quantitative Technique equips students with analytical tools to solve business problems using mathematical and statistical methods. It enhances decision-making skills by applying models to real-world scenarios, such as forecasting, optimization, and risk analysis. This subject fosters logical thinking essential for effective managerial planning and operational efficiency.
Course Revision/ Approval Date:	8th BOS
Course Objectives (As per Blooms' Taxonomy)	1. To define fundamental concepts of quantitative techniques, including linear programming, probability, and statistical tools used in business decision-making. 2. To understand the application of mathematical models and statistical methods in solving managerial and operational problems. 3. To design appropriate quantitative models for business scenarios such as inventory control, project scheduling, and forecasting. 4. To evaluate the effectiveness of various quantitative methods in enhancing decision-making and improving business processes. 5. To analyze complex business situations using quantitative data and interpret results to support strategic and operational decisions.

Course Content	Weightage	Contact hours
Unit 1: Sets, Functions, and Matrices Function Definition Functions specific to Business and Economics (Cost function, Profit function, Revenue function, Demand function, Average Cost function, Average Revenue function) Introduction to Matrices, Types of Matrices, Matrix Algebra, Determinants, Inverse of a matrix using Adjoint Method and Elementary Row Operations, SolvingHomogeneous System of Linear, Equations Using Matrices, Applications of Matrices to Business.	**20%**	**9**
Unit 2: Differentiation Differentiation of simple algebraic functions, Applications of Differentiation to Business and Economics, Maximization of Profit functions, Minimization of Cost functions, Calculation of Marginal Revenue and Marginal Cost, Use of Partial Differentiation for calculating Price and Demand Elasticity	**20%**	**9**
Unit 3: Integration Integration of simple algebraic functions, Definite Integral and its properties, Applications of Integration to Business and Economics Problems - Calculation of Consumer surplus and Producer surplus by using Definite Integration	**20%**	**9**
Unit 4: Probability and Probability Distribution Probability definition, Basic rules of probability (Addition, and Conditional) and their applications, Bayes' rule, Expected value. Probability Distribution: Random experiment, Random discrete and continuous variables, Discrete and continuous probability Distributions, Binomial Distribution, Poisson Distribution, Normal Distribution	**25%**	**9**
Unit 5: Financial Mathematics Interest and interest rates, Simple and compound interest, Present value and Future value, Annuities and Perpetuities, nominal and effective rate of return,	**15%**	**9**

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 concepts of functions and matrices, and identify their applications in business scenarios.	**Remember**
CO2: **Explain** the rules of differentiation and apply them to optimize business functions like cost and profit.	**Understand**
CO3: **Apply** integration techniques to calculate business measures such as consumer and producer surplus.	**Apply**
CO4: **Analyze** different probability distributions and use probability rules to solve business-related problems.	**Analyze**
CO5: **Evaluate** financial outcomes using concepts of interest, present value, annuities, and rate of return.	**Evaluate**

Learning Resources	
1.	**Textbook**
2.	**Reference Books:** 1. Business Mathematics: Qazi Zameeruddin, Vijay K Khanna, S K Bhambri, Vikas Publication 2. Business Mathematics: S P Rajgopalan, R Sattanathan 3. Mathematics, 4th Edition, TAXMANN 'S, New Delhi. 4. Business Mathematics, 1st Edition, Himalaya Publishing House 5. Business Mathematics and Statistics, 4th Edition, Nirali Prakashan 6. Fundamentals of Statistics, 6th Edition, Himalaya Publishing House
3.	**Journals & Periodicals:** 1. Mathematics in Business andManagement 2. The Journal of the Indian Mathematical Society
4.	**Other Electronic Resources:** www.onllinelibrary.wiley.com

Mid Semester Marks	**20 marks**
End Semester Marks	40 marks
Continuous Evaluation **40 marks**	

Mapping of PSOs & COs

CO	PSO1	PSO2	PSO3	PSO4
CO1	1	1	1	3
CO2	1	2	1	3
CO3	3	2	3	3
CO4	2	2	3	3
CO5	3	2	3	3
Average	2.0	1.8	2.2	3.0

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

Mapping of POs & COs

CO	PO1	PO2	PO3	PO4	PO5
CO1	2	2	1	1	1
CO2	2	3	1	1	1
CO3	3	3	3	2	2
CO4	2	3	2	3	2
CO5	2	3	2	3	3
Average	2.2	2.8	1.8	2.0	1.8

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

COURSE CODE MBA2005			COURSE NAME Business Research Methods			SEMESTER VII	
Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45	-	-	45	3	-	-	3

Course Pre-requisites	**Basic Knowledge for research problem and statistics**
Course Category	Core
Course focus	Employability & Skills
Rationale	Research methodology provides a framework for defining the problem clearly and concisely, which helps to ensure that the research is focused and relevant. This is important because a well-defined problem is essential for obtaining accurate and reliable results.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms 'Taxonomy)	1. To give an overview of the research methodology and explain the technique of defining a research problem. 2. To explain the functions of the literature review in research. 3. To be able to carry out a literature search, its review, develop theoretical and conceptual frameworks, and write a review. 4. To examine various research designs and their characteristics. 5. To explain the details of sampling designs, measurement and scaling techniques and also different methods of data 6. collections.

Course Content	Weightage	Contact hours
Unit1: Business Research Fundamentals Research Methodology: Introduction, Meaning of Research, Objectives of Research, Types of Research, Research Approaches, Significance of Research, Research Methods versus Methodology, Research and Scientific Method, Research Process, Criteria of Good Research, Problems Encountered by	**25%**	**9**

Researchers in India. Defining the Research Problem: Research Problem, Selecting the Problem, Necessity of Defining the Problem, Technique Involved in Defining a Problem		
Unit 2: Reviewing the literature Place of the literature review in research, bringing clarity and focus to research problem, improving research methodology, Broadening knowledge base in research area, enabling contextual findings, Review of the literature, searching the existing literature, reviewing the selected literature, developing a theoretical framework, developing a conceptual framework, writing about the literature reviewed. Research Design: Meaning of Research Design, Need for Research Design, Features of a Good Design, Important Concepts Relating to Research Design, Different Research Designs, Basic Principles of Experimental Designs, Important Experimental Designs	**20%**	**9**
Unit 3: Design of Sample Surveys Design of Sampling: Introduction, Sample Design, Sampling and Non-sampling Errors, Sample Survey versus Census Survey, Types of Sampling Designs. Measurement and Scaling: Qualitative and Quantitative Data, Classifications of Measurement Scales, Goodness of Measurement Scales, Sources of Error in Measurement, Techniques of Developing Measurement Tools, Scaling, Scale Classification Bases, Scaling Techniques, Multidimensional Scaling, Deciding the Scale. Data Collection: Introduction, Experimental and Surveys, Collection of Primary Data, Collection of Secondary Data, Selection of Appropriate Method for Data Collection, Case Study Method.	**20%**	**9**
Unit 4: Testing of Hypotheses Hypothesis, Basic Concepts Concerning Testing of Hypotheses, Testing of Hypothesis, Test Statistics and Critical Region, Critical Value and Decision Rule, Procedure for Hypothesis Testing, Hypothesis Testing for Mean, Proportion, Variance, for Difference of Two Mean, for Difference of Two Proportions, for Difference of Two Variances, P-Value approach, Power of Test, Limitations of the Tests of Hypothesis. Chi-square Test: Test of Difference of more than Two Proportions, Test of Independence of Attributes, Test of Goodness of Fit, and Cautions in Using Chi Square Tests.	**20%**	**9**

Unit 5: Interpretation and Report Writing **Meaning of Interpretation, Technique of Interpretation, Precaution in Interpretation, Significance of Report Writing, Different Steps in Writing Report, Layout of the Research Report, Types of Reports, Oral Presentation, and Mechanics of Writing a Research Report, Precautions for Writing Research Reports. Intellectual Property: The Concept, Intellectual** **Property System in India**	**15%**	**9**

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 basic concepts, types, and processes involved in research methodology and the techniques for defining a research problem.	**Remember**
CO2: **Understand** the role of literature review and research design in framing research problems and choosing appropriate research methods.	**Understand**
CO3: **Apply** appropriate sampling techniques, scaling methods, and data collection tools to develop a valid research plan.	**Apply**
CO4: **Analyze** different hypothesis testing procedures and interpret statistical outcomes including chi-square tests for drawing research conclusions.	**Analyze**
CO5: **Evaluate** research findings and organize them into a structured research report while adhering to ethical standards and intellectual property guidelines.	**Evaluate**

Learning Resources	
1.	**Textbook**
2.	**Reference Books:** 1. Ken Black; Business Statistics for Contemporary Decision Making, Wiley –

	Student Donald R Cooper and Pamela S Schindler; Business Research Methods, TMG **2. Zikmund Willium; Business Research Methods; Thomson**
3.	**Journals & Periodicals:** 1. Journals, Periodicals, Reference 2. International Journal of Research Methodology 3. International Journal of Social Research Methodology Journal of Business Research 4. Journal of Management
4.	**Other Electronic Resources:** • www.onllinelibrary.wiley.com • https://www.intechopen.com/online-first/research-design-and-methodology • https://www.open.edu/openlearn/money-management/understanding- different-research-perspectives/content-section-8 • https://research-methodology.net/research-methodology/

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
CO1	1	1	1	3
CO2	1	2	1	3
CO3	3	2	3	3
CO4	2	2	3	3
CO5	3	2	3	3
Average	2.0	1.8	2.2	3.0

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

Mapping of POs & COs

CO	PO1	PO2	PO3	PO4	PO5
CO1	2	2	1	2	1
CO2	2	3	1	2	1
CO3	3	3	2	3	2
CO4	2	3	1	3	2
CO5	2	3	1	3	3
Average	2.2	2.8	1.2	2.6	1.8

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

COURSE CODE	COURSE NAME	SEMESTER
MBAAI 101	Intelligent Decision Support Systems	VII

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

Course Pre-requisites	**Management Information Systems (MIS), Business Intelligence Systems, Data Analysis for Business Decision-Making, Strategic Management, AI Applications in Business, Foundations of Machine Learning, Business Analytics.**
Course Category	AI in Business Specialization Core Course
Course focus	Application of intelligent systems, artificial intelligence, analytics, and business intelligence tools to support managerial, strategic, and operational decision-making in modern organizations.
Rationale	Organizations today operate in highly dynamic, data-driven, and technology-enabled environments where effective decision-making is critical for competitive advantage. Intelligent Decision Support Systems (IDSS) integrate artificial intelligence, business analytics, expert systems, predictive models, and business intelligence technologies to support managerial decisions across functional domains. This course equips students with conceptual understanding and practical knowledge of intelligent decision-making frameworks, AI-enabled decision systems, executive support systems, predictive analytics, and strategic applications of intelligent technologies in business. The course prepares future managers to design, evaluate, and utilize intelligent systems for solving complex business problems, improving organizational performance, and driving digital transformation initiatives.
Course Revision/ Approval Date:	-
Course Objectives (As per Blooms' Taxonomy)	CO1: Understand the concepts, architecture, and applications of Intelligent Decision Support Systems in business organizations. CO2: Analyze organizational decision-making problems using data-driven, AI-enabled, and analytical approaches. CO3: Apply business intelligence, predictive analytics, and intelligent technologies for managerial decision-making. CO4: Evaluate intelligent decision systems considering organizational effectiveness, ethics, governance, and strategic impact. CO5: Design AI-enabled decision support frameworks and intelligent business solutions for complex organizational environments.

Course Content	Weightage	Contact hours
Unit 1: Foundations of Intelligent Decision Support Systems • Introduction to Decision Support Systems (DSS) • Evolution from MIS to DSS to Intelligent DSS • Types of Decisions: Structured, Semi-Structured, and Unstructured • Components and Architecture of DSS • Business Intelligence and Decision Support • Role of Artificial Intelligence in Decision-Making • Knowledge-Based Systems and Expert Systems • Decision-Making Models and Managerial Decision Processes • Applications of IDSS in modern organizations • Case Studies of Intelligent Decision Systems in Business	**20%**	**10**
Unit 2: Business Intelligence and Analytics for Decision Support • Business Intelligence Framework and Ecosystem • Data Warehousing and Data Integration Concepts • OLAP and Multidimensional Analysis • Data Visualization and Executive Dashboards • Predictive Analytics for Business Decisions • Prescriptive Analytics and Decision Optimization • AI-driven Forecasting and Scenario Analysis • KPI Monitoring and Real-Time Decision Systems • Executive Information Systems (EIS) • Tools and Platforms for Intelligent Analytics	**20%**	**12**
Unit 3: AI-Enabled Intelligent Decision Systems • Artificial Intelligence Techniques in DSS • Machine Learning Applications in Decision Support • Expert Systems and Rule-Based Decision Models • Recommender Systems and Personalization Engines • Natural Language Processing in Business Decisions • Generative AI for Managerial Decision Support • Intelligent Agents and Automated Decision Systems • Human-AI Collaboration in Decision-Making • AI Applications in Marketing, Finance, HR, and Supply Chain • Industry Case Studies on AI-enabled Decision Systems\	**20%**	**12**
Unit 4: Strategic and Enterprise Decision Support Systems • Strategic Decision-Making Frameworks • Enterprise Decision Support Systems • DSS Integration with ERP and CRM Systems • Big Data and Real-Time Decision Analytics • Simulation Models and What-if Analysis • Risk Analysis and Decision Modeling • Group Decision Support Systems (GDSS) • Collaborative and Cloud-based Decision Platforms • Decision Automation and Intelligent Workflows • Measuring Effectiveness of Intelligent Decision Systems • Organizational Adoption Challenges and Change Management • Emerging Trends: Cognitive Computing, Digital Twins, Autonomous Decision Systems	**20%**	**14**

Unit 5: Ethics, Governance, and Future of Intelligent Decision Systems • Ethical Issues in AI-driven Decision-Making • Bias, Fairness, and Transparency in Intelligent Systems • Explainable AI (XAI) and Responsible AI • Data Privacy, Security, and Governance • Legal and Regulatory Challenges in AI Systems • AI Governance Frameworks and Organizational Policies • Sustainability and Social Implications of Intelligent Systems • Strategic Risks in Automated Decision-Making • Future of Intelligent Enterprises and AI-Augmented Management • Global Trends and Opportunities in Intelligent Decision Technologies	**20%**	**12**

Instructional Method and Pedagogy: (Max. 100 words)

The course will employ lectures, case studies, AI-enabled business simulations, group discussions, dashboard demonstrations, industry use cases, research paper reviews, business analytics exercises, executive decision-making scenarios, presentations, and project-based learning. Students will be encouraged to explore AI-powered decision support platforms and business intelligence tools for solving organizational problems and improving managerial decision-making capabilities.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: Explain the concepts, architecture, and applications of Intelligent Decision Support Systems in organizations.	**Define**
CO2: Analyze business problems using analytical, AI-enabled, and data-driven decision-making approaches.	**Understand**
CO3: Apply business intelligence, predictive analytics, and intelligent technologies for managerial decision support.	**Design**
CO4: Evaluate intelligent decision systems considering strategic effectiveness, ethics, governance, and organizational impact.	**Evaluate**
CO5: Develop AI-enabled decision support frameworks and intelligent business solutions for complex organizational environments.	**Analyze**

Learning Resources	
1.	**Textbook:** 1. Turban, Efraim, Sharda, Ramesh & Delen, Dursun. Decision Support and Business Intelligence Systems, Pearson. 2. Power, Daniel J. Decision Support, Analytics, and Business Intelligence, Business Expert Press. 3. Marr, Bernard. Artificial Intelligence in Practice, Wiley. 4. Laudon, Kenneth & Laudon, Jane. Management Information Systems: Managing the Digital Firm, Pearson.
2.	**Reference Books:** 1. Russell, Stuart & Norvig, Peter. Artificial Intelligence: A Modern Approach. 2. Davenport, Thomas & Harris, Jeanne. Competing on Analytics, Harvard Business Review Press. 3. Iansiti, Marco & Lakhani, Karim. Competing in the Age of AI, Harvard Business Review Press. 4. Sharda, Ramesh, Delen, Dursun & Turban, Efraim. Business Intelligence, Analytics, and Data Science: A Managerial Perspective. 5. Keen, Peter & Scott Morton, Michael. Decision Support Systems: An Organizational Perspective.
3.	**Journals & Periodicals:** 1. MIS Quarterly 2. Journal of Business Analytics 3. Decision Support Systems Journal 4. Harvard Business Review 5. MIT Sloan Management Review 6. International Journal of Information Management
4.	**Other Electronic Resources:** 1. AICTE AI Curriculum Framework 2. Gartner Research Reports on Business Intelligence and Analytics 3. IBM Decision Intelligence Resources 4. McKinsey Global Institute AI Reports 5. Microsoft Power BI Learning Resources 6. Harvard Business Review AI and Analytics Articles

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

COURSE CODE VAC1001	COURSE NAME Communicative English & Employability Skills I (Professional Communication and Interpersonal Skills)	SEMESTER VII

CO	PSO1	PSO2	PSO3	PSO4
CO1	2	3	1	2
CO2	3	3	3	3
CO3	3	3	3	2
CO4	3	3	3	3
CO5	3	3	2	2
Average	2.8	3.0	2.4	2.4

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

Mapping of POs & COs

CO	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	1	1
CO2	3	3	3	3	2
CO3	3	2	3	2	2
CO4	3	3	3	3	3
CO5	3	2	3	2	3
Average	3.0	2.4	2.8	2.2	2.2

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

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

Course Pre-requisites	**Basic communication and soft-skills**
Course Category	Skill Enhancement / Employability Development
Course focus	Professional Communication, Business Writing, Interpersonal Skills
Rationale	Success in the workplace depends on the ability to communicate clearly, collaborate effectively, and present ideas persuasively. This course equips students with core communication and interpersonal skills essential for academic and professional growth.
Course Revision/ Approval Date:	12^{th} BoS
Course Objectives (As per Blooms' Taxonomy)	CO1: Define components of effective communication and team dynamics CO2: Understand formal business communication tools and structures CO3: Design professional documents and persuasive presentations CO4: Evaluate interpersonal situations and conflict scenarios CO5: Analyze real-world business communication challenges

Course Content	Weightage	Contact hours
UNIT 1: Business Communication Essentials • Communicative English practice in tenses, verbs, nouns, prepositions etc. Creative writing • Effective email writing & professional etiquette • Report writing & executive summaries • Grammar & sentence structuring for clarity	**20%**	**10**

UNIT 2 Interpersonal Skills & Team Dynamics • Active listening & feedback techniques • Conflict resolution & negotiation basics • Building trust in teams • Business Etiquette & Email Etiquette	**20%**	**10**
UNIT 3: Presentation & Public Speaking • Structuring persuasive presentations	**20%**	**10**
• Body language & vocal modulation • Handling Q&A sessions confidently		

Learning Resources	
1.	**Textbook:** *Business Communication Today* by Courtland L. Bovee & John V. Thill
2.	**Reference Books:** • The Quick and Easy Way to Effective Speaking by Dale Carnegie • Interpersonal Skills in Organizations by Suzanne de Janasz • Presenting to Win by Jerry Weissman
3.	**Journals & Periodicals:** • Journal of Business Communication • Harvard Business Review (Communication section)
4.	Other Electronic Resources: • LinkedIn Learning Courses on Business Writing and Presentations • Toastmasters International (for speech and leadership training)

Evaluation Scheme	**Total Marks: 100**
End Semester Marks (Viva)	40 marks
Continuous Evaluation 60 marks	Class Participation: 20 marks Quiz: 5 marks Skill Enhancement activities/ Case Study/ Research Paper: 25 marks Presentation: 10 marks
Course Outcomes	• Communicate effectively in written and spoken formats • Write clear, professional emails and reports • Present with confidence in public and group settings • Demonstrate empathy, listening, and collaboration in team scenarios • Navigate interpersonal conflicts and offer constructive feedback

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

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

SEMESTER-VIII

COURSE CODE MBA2002			COURSE NAME Advanced Marketing Management			SEMESTER VIII	
Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
60	0	0	60	4	0	0	4

Course Pre-requisites	**Principles of Marketing / Marketing Management, Basic understanding of Consumer Behaviour and Digital Marketing concepts.**
Course Category	Discipline Specific Core (DSC)
Course focus	Strategic and advanced applications of marketing concepts with emphasis on consumer insights, branding, digital marketing, integrated marketing communication, analytics, and contemporary marketing practices in national and global business environments.
Rationale	The course is designed to provide learners with advanced knowledge and strategic understanding of modern marketing practices. It enables students to develop analytical and managerial competencies required for designing marketing strategies, managing brands, understanding evolving consumer behaviour, and leveraging digital technologies for sustainable competitive advantage in dynamic business environments.
Course Revision/ Approval Date:	13th BoS
Course Objectives (As per Blooms' Taxonomy)	**CO1:** Define advanced marketing concepts, strategic marketing frameworks, consumer behaviour theories, branding principles, and digital marketing practices. **CO2:** Understand the relationship between customer value, market dynamics, integrated marketing communication, and organizational marketing strategies. **CO3:** Design marketing strategies, branding initiatives, digital campaigns, and customer engagement programs for diverse business environments. **CO4:** Evaluate marketing strategies, branding effectiveness, consumer responses, and digital marketing performance using appropriate analytical tools and metrics. **CO5:** Analyze market opportunities, consumer insights, competitive environments, and emerging trends influencing contemporary marketing decisions.

Course Content	Weightage	Contact hours
Unit 1: Strategic Marketing and Contemporary Marketing Environment • Nature, Scope and Importance of Advanced Marketing Management • Strategic Marketing Planning Process • Marketing Environment Analysis and Competitive Analysis • Customer Value, Customer Satisfaction and Customer Lifetime Value • Market Leadership and Competitive Marketing Strategies • Relationship Marketing and Customer Retention Strategies • Emerging Trends in Marketing in Indian and Global Context	**20%**	**12**

Unit 2: Advanced Consumer Behaviour and Market Segmentation • Advanced Consumer Behaviour Models • Consumer Decision-Making Process • Cultural, Social, Personal and Psychological Influences on Consumer Behaviour • Consumer Behaviour in Digital and Omnichannel Environment • Market Segmentation, Targeting and Positioning Strategies • Business Buying Behaviour and Organizational Buying Process • Experiential Marketing and Customer Experience Management	**20%**	**12**
Unit 3: Brand Management and Product Strategy • Brand Equity and Brand Positioning • Brand Architecture and Brand Portfolio Management • Product Strategy and Product Life Cycle Management • Innovation and New Product Development • Pricing Strategies and Pricing Decisions in Competitive Markets • Packaging, Labelling and Product Differentiation • Luxury Branding and Personal Branding	**20%**	**12**
Unit 4: Integrated Marketing Communication and Digital Marketing • Integrated Marketing Communication (IMC): Concepts and Process • Advertising Strategy and Media Planning • Sales Promotion, Public Relations and Personal Selling • Digital Marketing Strategy and Social Media Marketing • Search Engine Optimization (SEO) and Search Engine Marketing (SEM) • Influencer Marketing, Content Marketing and Mobile Marketing • Marketing Analytics and Measuring Digital Marketing Performance	**20%**	**12**
Unit 5: Services, Retail and Emerging Areas in Marketing • Services Marketing and 7Ps of Services Marketing • Retail Marketing and Omni-channel Retailing • E-commerce and Online Consumer Engagement • Rural Marketing, Green Marketing and Social Marketing • Ethical Issues and Corporate Social Responsibility in Marketing • Artificial Intelligence, Big Data and Automation in Marketing • Future Trends in Marketing and Sustainable Marketing Practices	**20%**	**12**

Learning Resources	
1.	**Textbook:** • Kotler, P., & Keller, K. L. (2016). *Marketing management* (15th ed.). Pearson Education. • Ramaswamy, V. S., & Namakumari, S. (2018). *Marketing management: Indian context global perspective* (6th ed.). McGraw Hill Education. • Aaker, D. A., & McLoughlin, D. (2010). *Strategic market management: Global*

	perspectives (1st ed.). Wiley India. • Gupta, S. (2022). *Digital marketing* (3rd ed.). McGraw Hill Education.
2.	**Reference Books:** Kotler, P., & Armstrong, G. (2018). *Principles of marketing* (17th ed.). Pearson Education. Schiffman, L. G., & Wisenblit, J. (2019). *Consumer behavior* (12th ed.). Pearson Education. Keller, K. L. (2013). *Strategic brand management: Building, measuring, and managing brand equity* (4th ed.). Pearson Education. Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2018). *Services marketing: Integrating customer focus across the firm* (7th ed.). McGraw Hill Education.
3.	**Journals & Periodicals:** Journal of Marketing Journal of Consumer Research Harvard Business Review Vikalpa Indian Journal of Marketing
4.	**Other Electronic Resources:** American Marketing Association

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
Course Outcomes	After successful completion of the course, the learner will be able to: **CO1:** Explain advanced marketing concepts, strategic marketing frameworks, consumer behaviour theories, and emerging marketing trends. **CO2:** Interpret customer insights, market dynamics, branding strategies, and integrated marketing communication practices in diverse business contexts. **CO3:** Develop strategic marketing plans, digital marketing campaigns, and customer engagement strategies for contemporary organizations. **CO4:** Evaluate marketing effectiveness, brand performance, and digital marketing outcomes using analytical tools and performance metrics. **CO5:** Analyze competitive environments, consumer behaviour patterns, and emerging technological trends to support strategic marketing decisions.

Mapping of POs & COs

CO	PO1	PO2	PO3	PO4	PO5
CO1	2	1	2	1	2
CO2	2	1	2	1	2
CO3	2	1	2	1	2
CO4	2	1	2	1	2
CO5	1	2	1	2	3
Average	1.8	1.2	1.8	1.2	2.2

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

Mapping of PSOs & COs

CO	PSO1	PSO2	PSO3	PSO4
CO1	3	3	3	2
CO2	3	3	3	2
CO3	3	3	3	2
CO4	3	3	3	2
CO5	3	3	3	3
Average	3.0	3.0	3.0	2.2

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

COURSE CODE MBA1007	COURSE NAME Corporate Law	SEMESTER VIII

Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45	-	-	45	3	-	-	3

Course Pre-requisites	**Basic understanding of business, contract law, legal terminology, and company structure; strong analytical, communication, and critical thinking skills.**
Course Category	Compulsory
Course focus	Skill enhancement
Rationale	Corporate Law is essential for understanding legal frameworks governing businesses, ensuring compliance, protecting stakeholder rights, and facilitating smooth commercial operations. It equips students with knowledge to navigate corporate governance, contracts, and regulations, fostering ethical decision-making and legal risk management in the corporate world.
Course Revision/ Approval Date:	8th BOS

Course Objectives **(As per Blooms' Taxonomy)**	1. To define key concepts, terms, and principles related to Corporate Law. 2. To understand the legal framework governing companies, contracts, and corporate governance. 3. To design compliant corporate structures and draft basic legal documents. 4. To evaluate corporate policies and legal decisions for compliance and ethical standards. 5. To analyze case laws, statutes, and corporate disputes to apply legal reasoning effectively advisor in an organization.

Course Content	Weightage	Contact hours
Unit 1 Nature meaning & significance of Law. Society State & Rule of Law, Sources of Business Legislation, Indian Contract Act, 1872, Basic concept of a) Valid Contract b) Void, Voidable and Illegal Agreements c) Offer and Acceptance, Consideration, Capacity of the Parties to Contract, Free Consent- Coercion, Undue Influence, Misrepresentation, Fraud and Mistake, Legality of Object and Consideration (Basic ideas only), Concepts of Contingent Contract, Agency, Bailment and Pledge, Indemnity and Guarantee,	**25%**	**13**
Unit 2 Sale of Goods Act, 1930 Formation of Contracts of Sale- Goods and their Classification Conditions and Warranties – Caveat Emptor- Transfer of Property in Goods- Performance of the Contract of Sales- Unpaid seller and his rights- Remedies for breach of contract of Sale of Goods.	**20%**	**9**
Unit 3 Company Law (2013): Essential features of company; Types of companies. Essential features of company; statutory Company. Registered Company, Private Limited Company, Public Limited Company, One Person Company, Definitions of Memorandum of Association and Articles of Association Steps in formation of a Company, Capital- Shares and Debentures; Equity & Preference shares, Rights and Bonus shares; Shares Certificates; Share Warrant; Reserve Capital; Debenture-Classification. Who are Directors, CSR provisions of Companies	**20%**	**9**
Unit 4 Laws pertaining to Intellectual Property – Brief overview of the important Acts- • The Patent Act 1970 Amended in 1995, 1999, 2002 and 2005, • Trade Marks Act, 1999, • The Designs Act, 2000 • The Geographical Indication of Goods Act, 1999,	**20%**	**9**

• **The Copyright Act, 1957: Copyright grants author's lifetime coverage plus 60 years after death for Literary dramatic, musical and artistic works,** • **The Protection of Plant Varieties and Farmers' Rights Act, 2001,** • **The Semi-Conductor Integrated Circuits Layout Design Act, 2000,** • **The Biodiversity Act, 2002**		
Unit 5 Negotiable Instrument Act- Promissory Note, Bill of Exchange, Cheques - Salient features only	**15%**	**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: **Recall** the fundamental principles of law and explain essential elements of a valid contract including capacity, consent, legality, and related doctrines.	**Remember**
CO2: **Interpret** provisions related to the formation, performance, and breach of sales contracts and the rights of an unpaid seller.	**Understand**
CO3: **Apply** key concepts of company law, including types of companies, company formation, and capital structure in business contexts.	**Apply**
CO4: **Analyze** various intellectual property laws and their relevance to business operations and innovation protection.	**Analyze**
CO5: **Evaluate** the legal framework governing negotiable instruments such as promissory notes, bills of exchange, and cheques.	**Evaluate**

Learning Resources	
1.	**Textbook:**
2.	**Reference Books:**

	1. **Elements of Mercantile Law by N.D. Kapoor** 2. **Kuchhal MC – Business Law (Vikas), 2nd ed** 3. **Tulsian- Business Law (Tata McGraw-Hill, 2nd edition)** 4. **Kuchhal- Mercantile Law (Vikas), 1998, 4th ed.**
5.	**Journals & Periodicals:** 1. India Business Law Journal 2. Indian Journal of Law & Technology 3. IUP Law Review 4. Journal of Business Law and Corporate Governance 5. The Practical Lawyer
6.	**Other Electronic Resources:** www.onllinelibrary.wiley.com

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
CO1	1	2	2	2
CO2	1	2	2	2
CO3	3	3	3	2
CO4	3	2	3	3
CO5	2	2	3	3
Average	2.0	2.2	2.6	2.4

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

Mapping of POs & COs

CO	PO1	PO2	PO3	PO4	PO5
CO1	2	2	1	1	1
CO2	2	2	1	1	1
CO3	2	2	3	2	3
CO4	2	3	2	3	3
CO5	2	3	2	3	2
Average	2.0	2.4	1.8	2.0	2.0

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

COURSE CODE MBAAI201	COURSE NAME AI-Driven Business Strategy and Innovation	SEMESTER VIII

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

Course Pre-requisites	**Principles of Management, Strategic Management, Business Analytics, Artificial Intelligence Fundamentals, Digital Transformation and Innovation**
Course Category	AI in Business Specialization Core Course
Course focus	Application of Artificial Intelligence for strategic decision-making, innovation management, business model transformation, competitive advantage creation, and sustainable business growth.
Rationale	Artificial Intelligence is transforming the way organizations formulate strategies, innovate products and services, optimize operations, and create competitive advantage. Modern managers require the capability to integrate AI technologies into strategic planning and innovation processes. This course equips students with knowledge and practical skills to leverage AI for business transformation, innovation ecosystems, digital disruption management, and strategic leadership in AI-enabled enterprises.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	Upon completion of the course, students will be able to: CO1: Understand the role of AI in strategic management and business transformation. CO2: Analyze AI-driven competitive environments and identify strategic opportunities. CO3: Apply AI tools and frameworks for innovation, decision-making, and business model development. CO4: Evaluate AI-enabled strategies, risks, governance issues, and ethical implications. CO5: Design AI-driven business innovation initiatives for sustainable organizational growth.

Course Content	Weightage	Contact hours
Unit-1: Introduction to AI-Driven Business Strategy • Evolution of AI in Business • AI Technologies: ML, Deep Learning, Generative AI, NLP, Computer Vision • Strategic Management Process in the AI Era • AI and Competitive Advantage • AI Maturity Models for Organizations • Industry 4.0 and Industry 5.0 Perspectives	**20%**	**10**
Unit-2: AI for Strategic Decision Making • Data-Driven Strategic Decisions • Predictive Analytics and Forecasting • AI-Based Market Intelligence • Scenario Planning using AI • Strategic Risk Assessment using AI Models • AI Dashboards and Executive Decision Support Systems	**20%**	**12**
Unit-3: AI-Driven Innovation and Business Model Transformation • Innovation Management Concepts • AI-Powered Product and Service Innovation • Design Thinking and AI Integration	**20%**	**12**

• Digital Business Models • Platform Business Strategy • Open Innovation Ecosystems • Case Studies: Amazon, Tesla, Netflix, Google		
Unit-4: AI Strategy Implementation and Organizational Transformation • AI Adoption Frameworks • Change Management in AI Projects • AI Governance and Leadership • Workforce Transformation and Future Skills • AI Project Management • Measuring AI ROI and Business Value • Organizational Readiness Assessment	**20%**	**14**
Unit-5: Ethics, Sustainability and Future of AI Strategy • Ethical AI and Responsible Innovation • AI Governance Frameworks • Bias, Transparency and Explainable AI • AI Regulations and Compliance • Sustainable AI Business Practices • Emerging Trends: Autonomous Enterprises, Agentic AI, Digital Twins, AI-Augmented Strategy • Future Strategic Challenges and Opportunities	**20%**	**12**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ lectures, Harvard-style case discussions, AI simulation exercises, design thinking workshops, group projects, industry expert sessions, business model innovation labs, research paper reviews, AI tool demonstrations, strategic analysis exercises, and capstone presentations. Students will be encouraged to use AI platforms for business problem-solving and strategic decision-making.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
Explain the concepts, technologies, and strategic implications of AI in business.	**Remember & Understand**
Analyze business environments and identify AI-enabled strategic opportunities.	**Analyze**
Apply AI frameworks and tools to strategic business decision-making.	**Apply**
Evaluate AI strategies considering governance, ethics, and sustainability	**Evaluate**
Develop AI-driven innovation and transformation strategies for organizations	**Create**

Learning Resources	
1.	**Text Books** 1. Marr, Bernard. *Artificial Intelligence in Practice*, Wiley. 2. Iansiti, Marco & Lakhani, Karim. *Competing in the Age of AI*, Harvard Business Review Press. 3. Rogers, David. *The Digital Transformation Playbook*, Columbia University Press. 4. Davenport, Thomas & Ronanki, Rajeev. *Working with AI*, MIT Press.

2.	**Reference Books** • Russell, Stuart & Norvig, Peter. Artificial Intelligence: A Modern Approach. • Chui, Michael et al. The AI-Powered Enterprise. • Westerman, George. Leading Digital. • OECD AI Policy Reports and World Economic Forum AI Reports.
3.	**Online Resources** • AICTE AI Curriculum Framework • Harvard Business Review AI Articles • MIT Sloan Management Review • World Economic Forum Reports • McKinsey Global Institute AI Research • Gartner AI Strategy Reports

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

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

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

Mapping of POs & COs

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	1	1	1
CO2	3	3	2	2	2	1	1	1
CO3	2	3	3	2	2	1	1	1
CO4	2	2	2	3	3	2	2	1
CO5	3	2	3	3	3	2	2	2

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

Mapping of POs & COs

CO	PO1	PO2	PO3	PO4	PO5
CO1	1	1	1	1	1
CO2	1	2	1	1	1
CO3	2	2	2	2	2
CO4	1	3	1	3	2
CO5	1	3	1	3	3
Average	1.2	2.2	1.2	2.0	1.8

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

Mapping of PSOs & COs

CO	PSO1	PSO2	PSO3	PSO4
CO1	1	1	2	3
CO2	1	2	2	3
CO3	3	2	3	3
CO4	2	2	3	3
CO5	3	2	3	3
Average	2.0	1.8	2.6	3.0

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

COURSE CODE MBA2008	COURSE NAME Indian Ethos and Business Ethics	SEMESTER VIII

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

Course Pre-requisites	**Basic knowledge of Business, Indian culture and history**
Course Category	Value added core course
Course focus	Employability/Skills
Rationale	Learning Indian Ethos and Ethics is multifaceted, as it provides essential insights into ethical thinking, leadership, personal growth, and societal well-being, all of which are deeply rooted in India's rich cultural, philosophical, and spiritual traditions.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	• To recall key concepts, principles, and ethical systems from Indian philosophy • To understand the importance of Ethics and Values at work place • To apply ethical principles and teachings from Indian ethos in solving contemporary ethical issues in professional and personal life. • To analyze and critically assess the relationships between Indian ethical principles and real-world applications. • To evaluate the relevance and impact of ethical teachings in contemporary society and in various professional contexts. • To create ethical solutions or strategies based on Indian ethos to address modern societal issues such as inequality, corruption or environmental degradation.

Course Content	Weightage	Contact hours
Unit 1: Indian Ethos Indian Ethos- Meaning, Features, Need, History, Relevance, Principles Practiced by Indian Companies, Requisites, Elements, Role Of Indian Ethos In Managerial Practices, Work Ethos- Meaning, Levels, Dimension, Steps, Factors Responsible For Poor Work Ethos.	**20%**	**6**
Unit 2: Value System Values- Meaning, Features, Values for Indian Managers, Relevance of Value based Management in global change, impact of values on stakeholders, Customers, government, competitors and society. Values for Managers, Trans-cultural Human Values in management, Importance of Value system in work culture, Indian Management v/s Western Management.	**20%**	**6**
Unit 3: Business Ethics Business Ethics-Concept, characteristics, Importance and need for business ethics, ethics V/s ethos, Indian ethos, ethos, values, sources of ethics, Concept of corporate ethics, code of ethics- guidelines for developing code of ethics, ethics management programme, ethics committee.	**20%**	**6**
Unit 4: Approaches to Business Ethics Various approaches to business ethics- theories of ethics- Friedman's economic theory, Kant's Dentological theory, Mill & Bentham's Utilitarianism theory, Gandhian Approach in Management and Trusteeship, Importance and relevance of trusteeship principle in modern business, Gandhi's Doctrine of Satya and Ahimsa.	**20%**	**6**
Unit 5: Emerging issues Emergence of new values in Indian Industries after Economic Reforms of 1991, Corporate Governance, Ethics in Marketing and Advertising, Human Resource management, A Holistic Management System, Corporate Social Responsibility.	**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: **Recall** the fundamental concepts, history, and principles of Indian Ethos and their role in shaping managerial practices.	**Remember**
CO2: **Explain t**he importance of value-based management and the impact of values on various stakeholders in the business environment.	**Understand**
CO3: **Apply** the principles of business ethics to develop a code of ethics and implement an ethics management program in a business scenario.	**Apply**
CO4: **Analyze** various ethical theories and approaches, including Gandhian principles, to understand their relevance in modern business practices.	**Analyze**
CO5: **Evaluate** the effectiveness of corporate governance and CSR initiatives in addressing ethical challenges in contemporary Indian industries.	**Evaluate**

Learning Resources	
1.	**Textbook**
2.	**Reference Books:** 1. Dr. Geo Paul Kadavi, Indian Ethos and Business ethics, Fingerprint 2. K. C. Pandey, Reflections on Indian Ethos, Read worthy Publications Pvt Ltd. 2011 edition. 3. R Nandagopal, Ajith Sankar RN: Indian Ethics and Values in Management, Tata McGraw Hill 4. Chakraborty, SK: Management by Values, Oxford University Press 5. Joseph Des Jardins, An Introduction to Business ethics, Tata Mc Graw Hill 6. Khandewal Indian Ethos and Values for Managers, Himalaya Publishing House
3.	**Journals & Periodicals:** 1. International Journal of Business Governance and Ethics 2. Journal of Academic and Business Ethics 3. Journal of Business Ethics

4.	**Other Electronic Resources:** http://www.ethicstrainingguide.com/2009/08/importance-of-values-and-ethics-in.html

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
CO1	2	3	1	2
CO2	3	3	3	3
CO3	3	3	3	2
CO4	3	3	3	3
CO5	3	3	2	2
Average	2.8	3.0	2.4	2.4

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

Mapping of POs & COs

CO	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	1	1
CO2	3	3	3	3	2
CO3	3	2	3	2	2
CO4	3	3	3	3	3
CO5	3	2	3	2	3
Average	3.0	2.4	2.8	2.2	2.2

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

COURSE CODE VAC2001	COURSE NAME Communicative English & Employability Skills II (Leadership & Critical Thinking)	SEMESTER VIII

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

Course Pre-requisites	**Basic communication and soft-skills**
Course Category	Skill Enhancement / Leadership Development
Course focus	Leadership Styles, Critical Thinking, Decision Making, Time Management
Rationale	Strong leadership and critical thinking skills are essential for navigating complex professional environments. This course empowers students to adopt a leadership mindset, solve real-world problems, and enhance personal and team productivity.
Course Revision/ Approval Date:	12th BoS

Course Objectives (As per Blooms' Taxonomy)	CO1: Define key leadership styles and critical thinking frameworks CO2: Understand emotional intelligence and decision-making processes CO3: Apply analytical tools such as SWOT and SMART goals in problem- solving CO4: Evaluate leadership strategies in case-based scenarios CO5: Design time management systems and productivity plans

Course Content	Weightage	Contact hours
UNIT 1: Communicative English practice in tenses, verbs, nouns, prepositions etc. Creative writing • Leadership Styles & Emotional Intelligence • Transformational vs. transactional leadership • Self-awareness & empathy in leadership • Motivating teams	**20%**	**10**
UNIT 2: Critical Thinking & Decision Making • SWOT analysis & root-cause identification • Ethical decision-making frameworks • Ethical dilemmas in business	**20%**	**10**
UNIT 3: Time Management & Productivity • Prioritization techniques (Eisenhower Matrix) • Goal setting (SMART goals) • Overcoming procrastination	**20%**	**10**

• **Presentation skills**		

Learning Resources	
1	**Textbook:** *The 7 Habits of Highly Effective People* by Stephen R. Covey
2	**Reference Books:** • Emotional Intelligence by Daniel Goleman • Thinking, Fast and Slow by Daniel Kahneman • Essential Manager's Manual by Robert Heller
3	**Journals & Periodicals:** • Journal of Business Communication • Harvard Business Review (Communication section)
4	**Other Electronic Resources:** • TED Talks on Leadership and Productivity • LinkedIn Learning modules on Time Management and Decision Making

Evaluation Scheme	**Total Marks: 100**
End Semester Marks (Viva)	40 marks
Continuous Evaluation 60 marks	Class Participation: 20 marks Quiz: 5 marks Skill Enhancement activities/ Case Study/ Research Paper: 25 marks Presentation: 10 marks
Course Outcomes	By the end of this course, students will be able to: • Identify and compare different leadership styles and their impacts • Practice emotional intelligence in team and leadership roles • Use analytical frameworks for effective decision-making • Create actionable plans for time management and productivity • Reflect on personal leadership growth and apply ethical thinking

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

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

COURSE CODE **MBA1006**			**COURSE NAME** **Organization Behaviour**			**SEMESTER** **VIII**	
Teaching Scheme (Hours)				**Teaching Credit**			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
45	-	-	45	3	-	-	3

Course Pre-requisites	**Basic understanding of psychology, sociology, and management principles; good communication skills and interest in human behavior within organizational settings are essential.**
Course Category	Compulsory
Course focus	Employability & Entrepreneurship skill
Rationale	Understanding OB helps in managing change, motivation, and communication, making it vital for developing competent and adaptive business professionals.
Course Revision/ Approval Date:	8th BOS
Course Objectives (As per Blooms' Taxonomy)	1. To understand the fundamental concepts and theories of organizational behaviour and its impact on individuals, groups, and organizations. 2. To develop analytical and critical thinking skills for diagnosing and solving organizational behaviour issues. 3. To enhance leadership and managerial effectiveness by studying individual and group behavior within organizations. 4. To explore the influence of organizational culture, power dynamics, and ethical considerations on organizational behaviour. 5. To apply organizational behaviour concepts and frameworks to real- world business situations through case studies and practical exercises.

Course Content	Weightage	Contact hours
Unit 1: Introduction to Organizational Behaviour Fundamental concepts of organizational behaviour, Historical perspectives and major theories, Individual differences and personality, Perception and attribution, Motivation and job satisfaction	**20%**	**9**
Unit 2: Group Dynamics and Teamwork Group formation and development, Team roles and dynamics, Conflict resolution and negotiation, Decision-making in groups, Organizational culture and climate	**20%**	**9**
Unit 3: Leadership and Power Leadership theories and styles, Emotional intelligence and leadership Power and influence in organizations, Transformational and ethical leadership	**20%**	**9**
Unit 4: Organizational Change and Development Change management theories and approaches, Organizational development interventions, Resistance to change and overcoming barriers, Organizational learning and knowledge management	**20%**	**9**
Unit 5: Organizational Behaviour and Global Business Cross-cultural differences and diversity, Globalization and its impact on organizational behaviour, International and virtual teams, Ethics and social responsibility in a global context	**20%**	**9**

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** key concepts, theories, and individual factors influencing organizational behaviour.	**Remember**

CO2: Explain group formation, team dynamics, and decision-making processes in organizational settings.	**Understand**
CO3: **Apply** leadership theories and emotional intelligence principles to real-world organizational situations.	**Apply**
CO4: **Analyze** change management approaches and organizational development strategies to address resistance and foster learning.	**Analyze**
CO5: **Evaluate** the impact of cultural diversity, globalization, and ethical considerations on organizational behaviour in a global context.	**Evaluate**

Learning Resources	
1.	**Textbook:** Organizational Behavior: Improving Performance and Commitment in the Workplace" by John R. Schermerhorn Jr. et al.
2.	**Reference Books:** 1. Organizational Behavior: Human Behavior at Work" by John W. Newstrom and Keith Davis 2. Group Dynamics for Teams" by Daniel J. Levi 3. Organizational Culture and Leadership" by Edgar H. Schein "Leadership: Theory and Practice" by Peter G. Northouse 4. Leadership and Self-Deception: Getting Out of the Box" by The Arbinger Institute 5. Cultures and Organizations: Software of the Mind" by Geert Hofstede and Gert Jan Hofstede 6. Managing Across Borders: The Transnational Solution" by Christopher A. Bartlett and Sumantra Ghoshal
3.	**Journals & Periodicals** 1. Journal of Organizational Behavior 2. Academy of Management Journal 3. Human Resource Management Journal 4. Organizational Behavior and Human Decision Processes 5. Harvard Business Review 6. MIT Sloan Management Review 7. The Leadership Quarterly
8.	**Other Electronic Resources**

	1. **NPTEL – Lectures on Organizational Behaviour from top Indian institutes (nptel.ac.in)** 2. **Coursera – Courses on Leadership and Organizational Behavior from universities like Yale, Michigan, and Wharton** 3. **edX – OB-related courses from MIT, Harvard, etc.** 4. **Khan Academy – Psychology and management principles basics**

Mid Semester Marks	**20 marks**
End Semester Marks	40 marks
Continuous Evaluation **40 marks**	

Mapping of PSOs & COs

CO	PSO1	PSO2	PSO3	PSO4
CO1	1	1	2	3
CO2	1	2	2	3
CO3	3	2	3	3
CO4	2	2	3	3
CO5	3	2	3	3
Average	2.0	1.8	2.6	3.0

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

Mapping of POs & COs

CO	PO1	PO2	PO3	PO4	PO5
CO1	1	1	1	1	1
CO2	1	2	1	1	1
CO3	2	2	2	2	2
CO4	1	3	1	3	2
CO5	1	3	1	3	3
Average	1.2	2.2	1.2	2.0	1.8

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

SEMESTER-IX

COURSE CODE MBA3001	COURSE NAME Supply Chain Management	SEMESTER IX

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
60	-	-	60	4	-	-	4

Course Pre-requisites	**Domain knowledge in materials management & supply of goods**
Course Category	Compulsory
Course focus	Employability
Rationale	Effective SCM can help streamline a company's activities to eliminate waste, maximize customer value, and gain a competitive advantage in the marketplace. Hence it is necessary for student pursuing MBA to understand, evaluate & analyze supply chains.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	• To define supply chain metrics & its strategic importance. • To understand the importance of information flow in supply chain. • To design models for materials flow in an efficient & effective manner • To evaluate the importance of SCM through simulation /game. • To analyze the innovative supply chain strategies that enhance supply chain performance

Course Content	Weightage	Contact hours
Unit 1: Introduction & Strategic View of Supply Chain. Role of supply chain in economy & organization. Phases of supply chain Key drivers of the supply chain & metrics.	**20%**	**10**
Unit 2: Drivers of Supply Chain Performance Facility, Inventory, Transportation, Information, Sourcing & Pricing, Framework for Structuring Drivers of Supply Chain, Case Study	**20%**	**12**

Unit 3: Planning & Co-ordinating Demand & Supply in a Supply Chain Demand Forecasting, Aggregate Planning, Sales & Operating Planning in Supply Chain, Case Study	**20%**	**12**
Unit 4: Pricing & Revenue Management in Supply Chain Role of pricing & revenue management in supply chain. Types of supply chain model (e.g. Continuous Flow Model, Agile Model, Fast Model, Flexible Model, Custom Model, Efficient Model etc), Case Study	**20%**	**14**
Unit 5: Supply Chain Management Analytics Techniques for evaluating supply chain. Evaluating disaster risk in supply chain, Managing the Bullwhip effect, Information technology in supply chain. Simulation /Game: Beer Game	**20%**	**12**

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: Define and **remember** the fundamental concepts and phases of supply chain management, including key drivers and their metrics.	**Remember**
CO2: **Understand** the role and impact of supply chain drivers such as facilities, inventory, transportation, information, sourcing, and pricing, using appropriate frameworks.	**Understand**
CO3: **Apply** demand forecasting techniques and aggregate planning approaches to coordinate supply and demand within a supply chain.	**Apply**
CO4: **Analyze** various supply chain models and assess the role of pricing and revenue management in enhancing supply chain efficiency.	**Analyze**
CO5: **Evaluate** supply chain performance using analytics tools, assess risk, and develop strategies to mitigate issues.	**Evaluate**

Learning Resources	
1.	**Textbook:** Sunil Chopra & Peter Meindl: Supply Chain Management: Global Edition: Pearson
2.	**Reference Books:** 1. Donald J. Bowersox & David J. Closs: Logistical Management: Tata McGraw Hill 2. Satish C. Ailawadi & Rakesh Singh: Logistics Management: Prentice -Hall of India 3. Donald Waters: Logistics: Palgrave Macmillan: New York 4. Janat Shah: Supply Chain management: Text & Cases: Pearson 5. Krishnaveni Muthiah: Logistics Management & World Sea Borne Trade: Himalaya Publishing House 6. David J. Bloomberg, Stephen LeMay & Joe B. Hanna: Logistics: Prentice-Hall of India
3.	**Journals & Periodicals:** 1. Journal of Supply Chain Management 2. Journal of Business Logistics 3. International Journal of Physical Distribution & Logistics Management
4.	**Other Electronic Resources:** 1. https://scm.ncsu.edu/scm-articles/article/what-supply-chain-management-scm 2. https://www.cio.com/article/2439493

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	PSO1	PSO2	PSO3	PSO4
CO1	1	3	1	2
CO2	3	3	3	2
CO3	3	3	3	2
CO4	3	3	2	2
CO5	3	3	3	3
Average	2.6	3.0	2.4	2.2

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

Mapping of POs & COs

CO	PO1	PO2	PO3	PO4	PO5
CO1	1	1	1	1	1
CO2	2	1	2	1	2
CO3	2	1	2	1	2
CO4	1	1	2	1	3
CO5	1	2	1	2	3
Average	1.4	1.2	1.6	1.2	2.2

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

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COURSE CODE MBA3002	COURSE NAME Operation Research	SEMESTER IX

Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
60	-	-	60	4	-	-	4

Course Pre-requisites	**Basic knowledge of Operation Research**
Course Category	Compulsory
Course focus	Employability & Entrepreneurship
Rationale	Operations Research (OR) is a quantitative approach to decision-making that involves the use of mathematical and analytical methods to optimize business processes and solve complex problems. This course introduces MBA students to the fundamental concepts, techniques, and tools of Operations Research, emphasizing their application in real-world business scenarios.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	• Understand the basics of Operations Research and its role in business decision-making. • Apply quantitative techniques to analyze and solve business problems. • Formulate and solve linear and integer programmingproblems. • Analyze and interpret results from operations research models. • Apply operations research techniques to real-world business cases.

Course Content	Weightage	Contact hours
Unit 1: Introduction to Operations Research: Definition, scope, and history of Operations Research, Phases of Operations Research, Types of Operations Research models, Applications of Operations Research in business.	**18%**	**10**
Unit 2: Linear Programming:	**26%**	**12**

Introduction to Linear Programming, Formulation of Linear Programming problems, Graphical method for solving Linear Programming problems, Simplex method for solving Linear Programming problems.		
Unit 3: Transportation and Assignment Problems: Introduction to Transportation Problems, Formulation and solution of Transportation Problems, Introduction to Assignment Problems, Formulation and solution of Assignment Problems	**18%**	**10**
Unit 4: Integer and Dynamic Programming: Introduction to Integer Programming, Formulation of Integer Programming problems, Introduction to Dynamic Programming, Formulation and solution of Dynamic Programming problems	**18%**	**10**
Unit 5: Case Studies and Applications: Case studies in Operations Research, Applications of Operations Research in various industries, Group project presentations	**20%**	**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: **Remember** the basic concepts, history, scope, and types of models in Operations Research.	**Remember**
CO2: **Understand** the formulation and solution methods for linear programming problems using graphical and simplex techniques.	**Understand**
CO3: **Apply** appropriate methods to formulate and solve transportation and assignment problems in business scenarios.	**Apply**
CO4: **Analyze** and differentiate between integer and dynamic programming models, and solve relevant optimization problems.	**Analyze**
CO5: **Evaluate** real-world problems using case studies and present Operations Research applications across industries through group projects.	**Evaluate**

Learning Resources	
1.	**Textbook:** Operations Research: An Introduction" by Taha: A comprehensive introduction to OR, covering topics like linear programming, dynamic programming, and simulation.
2.	**Reference Books:** • Introduction to Operations Research" by Hillier and Lieberman • Operations Research: A Practical Approach" by Srinivasan
3.	**Journals & Periodicals:** • Operations Research (OR) • Management Science (MS) • Mathematics of Operations Research (MOR)
4.	**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

CO	**PSO1**	**PSO2**	**PSO3**	**PSO4**
CO1	1	2	2	2
CO2	1	3	2	2
CO3	3	3	3	2
CO4	2	3	3	3
CO5	3	3	3	3
Average	2.0	2.8	2.6	2.4

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

Mapping of POs & COs

CO	PO1	PO2	PO3	PO4	PO5
CO1	2	1	1	1	2
CO2	2	2	1	1	2
CO3	3	2	2	2	3
CO4	2	3	1	3	3
CO5	2	3	1	3	3
Average	2.2	2.2	1.2	2.0	2.6

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

COURSE CODE MBA3005	COURSE NAME Advanced Strategic Management	SEMESTER IX

Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
60	-	-	60	4	-	-	4

Course Pre-requisites	**Basic understanding of Principles of Management, Strategic Management, Marketing Management, Financial Management, and Business Environment.**
Course Category	Compulsory
Course focus	Employability Employability, Entrepreneurship, Strategic Decision Making
Rationale	In the rapidly changing global business environment, organizations require managers who can formulate, implement, and evaluate strategies effectively. Advanced Strategic Management enables students to understand strategic analysis, competitive positioning, innovation strategies, digital transformation, sustainability, and global strategic practices. The course equips learners with analytical and decision-making skills necessary for handling complex business situations aligned with AICTE Model Curriculum outcomes.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	• To understand advanced concepts and frameworks of strategic management. • To analyze internal and external business environments using strategic tools. • To evaluate corporate, business, and functional level strategies. • To formulate strategies for innovation, digital transformation, and global competitiveness. • To apply strategic thinking for sustainable growth and organizational performance.

Course Content	Weightage	Contact Hours
Unit 1: Foundations of Advanced Strategic Management Strategic Management Process, Vision, Mission, Goals and Objectives, Strategic Decision Making, Strategic Intent, Levels of Strategy, Strategic Flexibility, Corporate Governance and Ethics	20%	12
Unit 2: Strategic Analysis and Environmental Scanning SWOT Analysis, PESTLE Analysis, Porter's Five Forces Model, Value Chain Analysis, Resource Based View (RBV), Benchmarking, Competitive Intelligence, Industry and Competitor Analysis	20%	12
Unit 3: Strategy Formulation and Strategic Choice Corporate Level Strategies, Business Level Strategies, Functional Strategies, Diversification, Mergers and Acquisitions, Strategic Alliances, Blue Ocean Strategy, BCG Matrix, GE Matrix, Scenario Planning	20%	12
Unit 4: Strategy Implementation and Digital Transformation Strategic Leadership, Organizational Structure and Culture, Strategic Control Systems, Change Management, Balanced Scorecard, Digital Business Strategy, AI and Analytics in Strategy, Innovation and Disruptive Technologies	20%	12
Unit 5: Strategic Evaluation, Sustainability and Global Strategy Strategy Evaluation Techniques, Strategic Performance Measurement, Risk Management, Corporate Sustainability, ESG Practices, Global Strategic Management, International Expansion Strategies, Case Studies on Global Companies	20%	12

Instructional Method and Pedagogy: (Max. 100 words)
The course will use lectures, Harvard case studies, strategic simulations, group discussions, presentations, research assignments, industry interaction sessions, business strategy games, and project-based learning approaches. Students will analyze real-world strategic decisions of multinational corporations and startups to develop strategic thinking and problem-solving skills.

Course Outcomes	Bloom's Taxonomy Domain
CO1: Explain advanced strategic management concepts, strategic intent, and corporate governance practices.	Remember & Understand
CO2: Analyze business environments using strategic analytical frameworks and competitive assessment tools.	Analyze
CO3: Formulate corporate and business strategies for competitive advantage and organizational growth.	Apply & Create
CO4: Evaluate strategic implementation challenges including leadership, digital transformation, and innovation management.	Evaluate
CO5: Assess strategic performance, sustainability initiatives, and global strategic practices for long-term organizational success.	Evaluate

Learning Resources

Textbooks

1. Fred R. David & Forest R. David – *Strategic Management: Concepts and Cases*
2. Arthur A. Thompson, Margaret Peteraf, John Gamble – *Crafting and Executing Strategy*
3. Azhar Kazmi – *Strategic Management and Business Policy*

Reference Books

1. Michael Porter – *Competitive Strategy*
2. Wheelen & Hunger – *Strategic Management and Business Policy*
3. C.K. Prahalad – *The Core Competence of the Corporation*
4. Henry Mintzberg – *Strategy Safari*
5. Richard Lynch – *Corporate Strategy*

Journals & Periodicals

1. Harvard Business Review
2. Strategic Management Journal
3. Academy of Management Review
4. Journal of Business Strategy

Other Electronic Resources

1. AICTE Official Website
2. Harvard Business Review
3. McKinsey Insights

Evaluation Scheme

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

COs / PSOs	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8
CO1	3	2	1	1	1	1	1	1
CO2	3	3	2	2	1	1	1	1
CO3	2	3	3	2	2	1	1	1
CO4	2	2	2	3	3	2	1	1
CO5	2	2	1	2	2	3	3	2

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

Mapping of POs & COs

CO	PO1	PO2	PO3	PO4	PO5
CO1	2	2	1	1	1
CO2	2	3	1	1	1
CO3	3	3	3	2	2
CO4	2	3	2	3	2
CO5	2	3	2	3	3
Average	2.2	2.8	1.8	2.0	1.8

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

Mapping of PSOs & COs

CO	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	2
CO2	2	2	2	2
CO3	3	2	3	2
CO4	3	2	3	3
CO5	3	2	3	3
Average	2.6	1.8	2.6	2.4

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

COURSE CODE **MBAAI301**	**COURSE NAME** **Generative AI and Business Automation**	**SEMESTER** **IX**

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

Course Pre-requisites	**Basic concepts of machine learning, deep learning, and generative AI. Basic Business Process Knowledge for example Supply chain, finance, HR, marketing workflows.**
Course Category	
Course focus	Building a strong conceptual, analytical, and managerial foundation using Generative AI
Rationale	Generative AI is reshaping industries by enabling new ways of creating content, automating workflows, and enhancing decision-making. MBA graduates must understand how these technologies redefine competitive advantage and business strategy.
Course Revision/ Approval Date:	

Course Objectives (As per Blooms' Taxonomy)	CO1: **Understand Generative AI:** Core concepts of Generative AI, Agentic AI, and Business Automation. - Define CO2: **Apply Business Automation**: Applications of AI in business processes and decision-making - Understand. CO3: **Develop Strategic Thinking**: AI-driven automation workflows for supply chain, finance, HR, and marketing - Design CO4: **Evaluate Ethical & Governance Issues**: Ethical, legal, and managerial implications of AI adoption - Evaluate. CO5: **Design Practical Solutions**: Case studies of successful and failed AI implementations in business – Analyze.

Course Content	Weightage	Contact hours
Unit 1: Understand Generative AI: • Introduction to AI, ML and generative AI • Large Language Models (LLMs), Diffusion Models and multimodal AI demystified. • Landscape of GenAI providers and capabilities. • AI Strategy & Competitive Advantage - Identifying AI opportunities via value chain analysis. Competitive dynamics in AI-native vs. AI-adopting firms. Build vs. buy vs. partner frameworks. • Case Study: ChatGPT, MidJourney, Copilot in business	**20%**	**10**
Unit 2: Apply Business Automation: • Applications of AI in business processes and decision-making • How AI models are trained, fine-tuned, and deployed. • Prompt Engineering and AI Product Design - Prompt design patterns for business tasks. System prompting, few-shot, and chain-of-thought. • Building internal AI tools and copilots. • Workflow automation with AI agents (n8n, Zapier, Make). RPA vs. agentic AI. • Automating operations in sales, marketing, finance, and HR.	**20%**	**12**
Unit 3: Develop Strategic Thinking: • **AI-driven automation workflows for supply chain, finance, HR, and marketing** • **Data Strategy & AI Readiness** • **Data quality, pipelines, and governance for AI.** • **RAG systems and enterprise knowledge management. Evaluating data infrastructure maturity.** • **AI in Functional Domains** • **GenAI in marketing (content, personalization), finance (forecasting, reporting), supply chain (planning, optimization), and HR (talent, onboarding).**	**20%**	**12**

Unit 4: Evaluate Ethical & Governance Issues: • Ethical, legal, and managerial implications of AI adoption. • Ethics, Risk & Governance • Bias, hallucination, and accountability. • AI regulation landscape (EU AI Act, GDPR). • Building responsible AI frameworks and model audit processes.	**20%**	**14**
Unit 5: Design Practical Solutions: • Change Management & AI Adoption • Organizational readiness and resistance to AI. Reskilling, workforce transformation, and culture. • Communication strategies for AI rollouts. • Metrics frameworks for AI projects. • Cost-benefit modeling, productivity baselines, and attribution. • Communicating AI value to boards and investors. • Case studies of successful and failed AI implementations in business.	**20%**	**12**

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: Demonstrate AI Knowledge: Explain generative AI concepts and their relevance to business automation.	**Define**
CO2: Implement AI Tools: Use AI platforms (e.g., ChatGPT, UiPath) to automate real-world business processes.	**Understand**
CO3: Solve Business Problems: Apply AI techniques to optimize operations, marketing, HR, and finance.	**Design**
CO4: Evaluate Business Cases: Evaluate industry case studies and propose AI-driven improvements.	**Evaluate**
CO5: Lead Digital Transformation: Formulate strategies for AI adoption and organizational change management	**Analyze**

Learning Resources	
1.	**Textbook:** 1. Generative AI: The Insights You Need from Harvard Business Review , Ethan Mollick, David De Cremer, Tsedal Neeley, Prabhakant Sinha, Harvard Business Press, 2024 2. Understanding Generative AI Business Applications , Springer Nature, 2024 3. Generative AI for Business: The Essential Guide for Business Leaders, Matthew D. White, Wiley, 2025
2.	**Reference Books:** 1. Competing in the Age of AI, Iansiti & Lakhani (2020) 2. Leading Digital, Westerman, Bonnet & McAfee (2014) 3. Generative AI: A Guide for Business Leaders,Harvard Business Review Press (2024)

3.	**Journals & Periodicals:** 1. Harvard Business Review (AI & Automation articles) 2. MIT Sloan Management Review (Digital transformation research) 3. Journal of Business Analytics 4. AI Magazine 5. IEEE Transactions on Neural Networks and Learning Systems
4.	**Other Electronic Resources:** 1. https://www.pega.com/technology/generative-ai - From creation to action, Pega GenAI™ meets Predictable AI™ Agents 2. Generative AI for Business: A Complete Strategy and Implementation Guide | Databricks Blog -Generative AI for Business: A Complete Strategy and Implementation Guide

<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>
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Mapping of PSOs & COs

CO	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	2
CO2	2	2	2	2
CO3	3	2	3	2
CO4	3	2	3	3
CO5	3	2	3	3
Average	2.6	1.8	2.6	2.4

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

Mapping of POs & COs

CO	PO1	PO2	PO3	PO4	PO5
CO1	2	2	1	1	1
CO2	2	3	1	1	1
CO3	3	3	3	2	2
CO4	2	3	2	3	2
CO5	2	3	2	3	3
Average	2.2	2.8	1.8	2.0	1.8

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

SEMESTER-X

COURSE CODE MBA4001	COURSE NAME Project Management	SEMESTER X

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
60	-	-	60	4	-	-	4

Course Pre-requisites	**Basic Knowledge of Management of Project**
Course Category	Compulsory
Course focus	Employability
Rationale	To impart knowledge and skills in the art of managing projects scientifically, so as to deliver the projects successfully. Exposure to some of technical communication aspects, project documents, tools and introduction to software for project management.
Course Revision/ Approval Date:	
Course Objectives **(As per Blooms' Taxonomy)**	• To define the project scope, work breakdown structure and development of project network. Loading, Scheduling and Allocation of Resources. Optimization of cost-time schedule and monitoring the performance of the projects using earned value analysis. • Understand the need of project management and deciding the right organization structure for facilitating the success of a project. • To apply the project audit methods, project closure procedure and retrospectives. To understand the project quality dimensions and methods of improving quality. • To analyze the market and demand, technical and financial analyses for the selection and prioritization of projects • Evaluating project success factors, communication & stakeholder management

Course Content	Weightage	Contact hours
Unit 1: Introduction To Project Management To understand the need of project management and deciding the right organization structure in various industries. To understand the project life cycle, product and process development, validation and support for delivery of successful projects.	**20%**	**12**
Unit 2: Project Time, Cost & Scope Management To define the project scope, work breakdown structure and development of project network. Loading, Scheduling and Allocation of Resources. Estimation, Optimization of Cost-Time schedule and monitoring the performance of the projects using earned value analysis. PERT /CPM Tools	**20%**	**12**
Unit 3: Project Risk Management To identify the project risks, contingency plans and change management system. To understand the risk analysis methods and decision making	**20%**	**12**
Unit 4: Project Audit, Closure and Quality, Stakeholder and Communications Management To understand the project audit methods, project closure procedure and retrospectives. To understand the project quality dimensions and methods of improving quality. Outline on stakeholder and communications management.	**20%**	**12**
Unit 5: Agile Project Management Agile Manifesto, Agile management, various forms of Agile	**20%**	**12**

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** fundamental concepts and phases of project management	**Remember**
CO2: **Understand** time, cost, and scope management techniques	**Understand**
CO3: **Apply** project management tools	**Apply**
CO4: **Analyze** risks, communication strategies, stakeholder management, and quality assurance in project execution and closure.	**Analyze**
CO5: **Evaluate** Cost-Time schedule and monitoring the performance of the projects using earned value analysis.	**Evaluate**

Learning Resources	
1.	**Textbook:** Clifford F. Grey, Erik W. Larson & Gautam V. Desai; Project Management the Managerial Process; McGraw Hill Education (India) Private Limited, New Delhi, Sixth Edition, 2014.
2.	**Reference Books:** 1. Prasanna Chandra; Projects: Planning, Analysis, Selection, Financing. Implementation & Review; McGraw Hill Education (India) Private Limited, New Delhi, 8th Ed., 2014. 2. Parameshwar P Iyer; Engineering Project Management with Case Studies; Apex Publishing,2007. 3. Kerzner, Harold; Project Management: A Systems Approach to Planning, Scheduling and Controlling; Wiley Student Edition 10th Ed., 2013 4. Adedeji Bodunde Badiru; Project Management in Manufacturing and High Technology Operation; Wliey Interscience, Second Edition 1996 5. Rita Mulchany- PMP certification preparation book
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	

Mapping of PSOs & COs

CO	PSO1	PSO2	PSO3	PSO4
CO1	1	2	2	2
CO2	2	2	3	3
CO3	3	3	3	2
CO4	3	2	3	3
CO5	3	2	3	3
Average	2.4	2.2	2.8	2.6

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

Mapping of POs & COs

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

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

GSFC University
Master of Business Administration

Guidelines
Of
INTERNSHIP (COMPREHENSIVE PROJECT) (CP)
(MBA4002)

Contents

Sr. No.	Topic	Page No.
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2	Objectives: Comprehensive Project (CP)	3
3	Guidelines regarding contents and flow of the project – What is to be done	4
4	Criteria for evaluation of CP	5
5	Frequently Asked Questions (FAQs) for CP	5-7
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7	Annexure II: Format for Report Submission	9-12
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GSFC UNIVERSITY, VADODARA

MASTER OF BUSINESS ADMINISTRATION (MBA) GUIDELINES FOR COMPREHENSIVE PROJECT (CP)

1. INTRODUCTION:

The students will have to undergo Comprehensive Project during the Tenth Semester, and submit a **"Comprehensive Project Report**" by the end of the semester.

Comprehensive Project (**CP**) is an integral part of the academic curriculum of MBA. For the successful completion of the MBA programme, students are required to undergo CP as per the prescribed format and duration. The CP is supposed to be an extensive piece of professional work wherein the students provide specific expertise in their field of specialization. Students can choose to undertake the project either with an organization or can carry out a project independently.

2. OBJECTIVES:

- CP aims at widening the student's perspective by providing an exposure to real life organizational environment and its various functional activities.
- CP aims to enable the students to explore an industry/organization, build a relationship with a prospective employer, or simply hone their skills in a familiar field.
- CP also provides invaluable knowledge and networking experience to the students.
- Some ideal projects for CP can be in the areas of strategy formulation, business process reengineering, MIS, ERP implementation, HR functions, retail/investment banking, industry analysis, new product launches, sales and distribution, market research and advertising, etc., among others. However, this is not an exhaustive list of areas but can be varied to suit the requirements of the organizations where the student has to undergo the project, or the domain area in which the student is carrying out an independent project. In some cases, even field work can also become an integral part of CP. The student need not shy away from taking up such projects.

- An additional benefit that organizations may derive is the unique opportunity to evaluate the student from a long-term perspective. Thus the CP can become a gateway for final placement of the student.
- The student should ensure that the data and other information used in the study report are obtained with the permission of the concerned University. The students should also behave ethically and honestly with the organization.

3. WHAT IS TO BE DONE?

- **The student has to undertake project individually or in a pair of two students. CP Report is to be submitted by every individual student / pair of students.**
- **How many students are allowed to undertake the project in the same organization? There is no limit on the number of students undertaking the CP in an organization. It shall be the Universities prerogative to maintain the standards of a CP project through the selection and guidance of distinct, relevant and genuine projects for the students.**
- If the CP is undertaken at an organization, the CP process involves working under the mentorship of an executive of the concerned organization and also with a faculty member of the University where the student is studying. The student is expected to first understand the organization and its setting and the industry/field in which the organization is operating. Thereafter, the student is expected to concentrate on the specific topic of study, its objectives, its rationale, and adopt a methodology and identify a suitable analysis procedure for the completion of the study. Wherever possible the student may provide recommendations and action plans, along with the findings of the study.
- If the CP is undertaken independently, the student should identify a highly relevant topic in his/her domain area of specialization. He/she can then carry out a research-intensive project pertaining to the selected topic.
- Thereafter, the student should prepare a report and submit one copy to the organization and one copy to the University. Students may submit hard copy or soft copy of report to the organization / University as per their requirement. The student **may** also obtain a certificate from the organization/s where the CP was done and attach the same with the copy submitted to the University. **(Sample format of Certificate is attached in Annexure II). It is compulsory to attach the Institute Certificate in all reports.**
- The university will arrange the external viva - voce for CP. The student is expected to make a **15 – 20 minutes presentation** before the examiner regarding the CP project work undertaken, which will be followed by questions by the examiner.
- **Plagiarism of CP report should be less than 30%.**

- **Universities CP Coordinator (Faculty Member) has to submit the report to E-library portal of GSFC University as and when asked by the University.**

4. CRITERIA FOR EVALUATION OF CP

The total marks for the CP project will be 200 and it carries 6 credits. The marks will be awarded in proportion of 70:30 by external and internal examiners respectively.

Internal Viva: The University has to conduct internal viva at University level where internal faculty guide will give marks out of 60 to each student appearing for Viva in consultation with an external person(s) called from industry. (Guidelines for industry person: Preferably a person of senior managerial level and at least having industry experience of 5 years)

External Viva: External examiner shall be appointed by GSFC University. He / she will give marks out of 140 on the basis of parameters given in Annexure I.

At the end of the viva, the External Examiner has to ensure that the marks given in the hard copy of the mark sheet are entered in the online mark entry portal of GSFC University by himself / herself before leaving the exam center.

5. FREQUENTLY ASKED QUESTIONS (FAQS):

Sr. No.	Frequently Asked Questions	Answers of FAQs
1	What is the duration of CP?	CP has to be undertaken during the fourth semester.
2	How many students are allowed in one company/organization?	There is no limit on the number of students who can undertake the project in one organization.
3	How many students can work together?	The CP can be undertaken **either individually or in a pair.** In no case shall more than two students be allowed to work together. Both students should belong to the same specialization.
4	What should be the nature of the project?	The students should undertake a project which explores particular dimensions or domains in their respective areas of specialization. The project should involve a detailed and systematic research process, and should also incorporate qualitative and/or quantitative data collection and analysis through statistical testing. Students should base their methodology on intensive, relevant and appropriate review of literature.
5	What are the credits and marks of CP?	CP carries **6 credits** and of **200 marks.**

6	**Is it compulsory for student to work under the guidance of Internal (University) faculty**	**Yes, it is compulsory for each University to allocate internal faculty to each student. These internal faculty will act as an internal guide for CP.**
7	What is the proportion of Internal and External marks in CP?	**The proportion is 30:70.** Out of total marks of 200 the internal examiner has to give marks out of 60 and the external examiner has to give marks out of 140.
8	Is it compulsory for the Universities to organize internal VIVA at Universities before University CP VIVA?	**Yes, it is mandatory** for all the University to organize internal CP viva for their students. The internal evaluation carries 60 marks. Internal VIVA must be conducted before the University external viva so students may make corrections (if any) as per the suggestions by the internal guide.
9	Is it required to attach company Certificate in the project report?	**For those students who have undertaken the CP in an organization, it is desirable** to attach the company certificate in the project report. But it is compulsory to attach the University's certificate, certifying the genuineness of the work done by the student. **For those students who have carried out the CP independently,** it is compulsory to attach their University's certificate, certifying the genuineness of the work done by the student.
10	Is it required to attach University certificate in the project report?	**Yes, it is required** for all the students to attach University certificate in the project report. The University certificate must be signed by internal faculty and counter signed by Principal/Director of the University.
11	How much plagiarism/ similarity is allowed in the CP report?	Upto 30% plagiarism is allowed in the CP reports.
12	If plagiarism is above 30%, what should be done?	**If plagiarism is above 30% the said report is not accepted for CP VIVA.** It is the responsibility of the internal guide to check the plagiarism level and in any case if it is found that the plagiarism percentage is above 30, re-work should be given to student. Such students are not allowed to appear in the external viva examination of CP.
13	Is it compulsory to Attach Plagiarism report?	**Yes, it is compulsory** for all the students to attach plagiarism report in the CP report.
14	Which plagiarism software should be used?	**The licensed software** must be used to check plagiarism. Open source and free software are not allowed. If university is providing licensed software , it is compulsory to use the same software to check the plagiarism.
15	What are the passing	The passing criteria of CP are same like other subjects of

	criteria in CP?	MBA course.
16	**How many copies of** project report are required to submit?	**It is compulsory for each student to bring one hard copy** (spiral binding) of project at the time of University CP viva. Students are not required to submit hard copy at University. In case if University require then they may ask for hard copy submission. The submission of project report is required as under. **For University:** Soft Copy [The University coordinator has to submit soft copy (in pdf format) of all the projects through online portal] **For University:** One Soft/ Hard Copy (as per the requirement of University) **For Student:** One Hard copy **(compulsory requirement)** The same hard copy of project has to bring during External Viva. **For Company/Organization:** Soft /Hard Copy (as per requirement of Company)

Annexure I

6. PARAMETERS FOR EVALUATION:

The marks will be awarded on the following aspects:

i) Introduction of problem/topic: Clear understanding of the topic/subject; conceptual / theoretical framework of selected topic (if any).

ii) Literature Review: Published studies**,** review of similar studies, objectives, formulation of the problem, scope, and rationale of the study.

iii) Methods / Methodology adopted for the study: Survey, Field Work, Interview, Observation, etc. methods with appropriate justification and reasoning.

iv) Analysis and conclusions: The logic of analysis, source of data, whether the conclusions are in line with the objectives, etc.

v) ***Presentation of the report, format of the report, flow of the report, style, language, etc.***

vi) Performance during VIVA: Substance and treatment of the topic, style of presentation, Performance in the question answer session, time management, language, etc.

Annexure II

7. FORMAT FOR REPORT SUBMISSION:

< First Page/Title Page >

COMPREHENSIVE Project Report On

'<**Title of Project**>' At

<Name of Company / Organization> (If applicable) Submitted to

Master of Business Administration

School of Management Studies and Liberal Arts, GSFC University

Vadodara, Gujarat

Under the Guidance of Name of

Faculty (Designation)

In partial Fulfilment of the Requirement of the award of the degree of

Master of Business Administration (MBA) Offered By

GSFC University

Vadodara, Gujarat.

Prepared by:

<Name of Student>

< Enrolment No.> **MBA**

(Semester - X) Month &

Year:

<Second Page>

Student(s)'s Declaration

(On separate page)

I hereby declare that the **COMPREHENSIVE Project Report** titled "**_in (Name of the Company / Organization)** is a result of my/our own work and my/our indebtedness to other work publications, references, if any, has/have been duly acknowledged. If I/we am/are found guilty of copying from any other report or published information and showing as my/our original work, or extending plagiarism limit, I/we understand that I/we shall be liable and punishable by the University, which may include 'Fail' in examination or any other punishment that University may decide.

Enrollment no.	Name	Signature

Place: …….. Date: ……..

<Third Page>

Institute Certificate<on Institute's Letterhead>

Date: / /

[Please attach signed copy of this certificate in the report]

"This is to Certify that this **COMPREHENSIVE Project Report** Titled "…… ……." is the bonafide work of **<Name of Student (Enrolment No.)>**, who has/have carried out his / her / their project under my supervision. I also certify further, that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate. **I have also checked the plagiarism extent of this report which is**

…… % and it is below the prescribed limit of 30%. The separate plagiarism report in the form of html /pdf file is enclosed with this.

Rating of Project Report [A/B/C/D/E]: _____

(A=Excellent; B=Good; C=Average; D=Poor; E=Worst)

(By Faculty Guide)

Signature of the Faculty Guide/s (Name and Designation of Guide/s)

Signature of Principal/Director with Stamp of School (Name of Principal / Director)

< Fourth Page>

Date: ____/ __/_____

Company / Organization Certificate<on Company's Letterhead >

To whomsoever it may concern

This is to certify that <Name of Student (Enrolment No.)>of<School Name > has successfully completed COMPREHENSIVE Project Report titled "……..……
…..." **at <Name of Company with location >.**

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Plagiarism Report (Digital Receipt & Similarity Percentage Page)

PREFACE (SEPARATE PAGE)

ACKNOWLEDGEMENT (SEPARATE PAGE)

SUBJECT INDEX (SEPARATE PAGE)

FULL REPORT

Annexure III

8. FORMATTING SPECIFICATIONS FOR REPORTS:

- Word format
- Font size: 12 for Regular text, 14 for Subtitles and 16 for titles
- Font Type: Times New Roman
- Line Spacing: 1.5
- Margin : 1.5 inch to Left and 1 inch to all other sides
- Page Type: A4
- Alignment: Justified
- Column Specification: One
- Printing of Report: Both sides of paper
- Binding of Report: Spiral Binding
- Number of hard Copies: One hard copy (Student has to bring one hard copy at the time of External CP viva. Student has to take back the hard copy of report, once the viva-voce is over.)
- The WORD file may be converted to pdf format for online submission.

Annexure IV

9. ROLE OF DIRECTOR, FACULTY MEMBERS & STUDENTS

ROLE OF DIRECTOR/ PRINCIPAL / HOD:

- Considering the CP as an important project for MBA students.
- Ensuring the regular visit of students at selected company for training & project.
- Providing the facility for completing project work in terms of library, computer lab, journals, company visit etc.
- Organize timely internal Viva – Voce for all the students.

ROLE OF CP COORDINATOR / FACULTY GUIDE:

- Allocating students to each faculty members (Max. 15 students per faculty)
- Providing the guidance to students before sending them to companies.
- Helping the students to understand the importance of CP.
- Inviting the experts from companies who are providing training to students.
- Encouraging and guiding students to prepare good quality report.
- Monitoring CP progress report of students.
- Taking regular feedback from Company Mentor regarding the progress and involvement of the student during CP.
- Each Faculty Guide has to ensure that all the students have to fulfill all the criteria i.e. Meeting the deadlines for submission as per guidelines, checking the plagiarism, signing the report and approving the same, conducting internal Viva-Voce, etc.
- Sharing learning experiences and success stories of CP project at mba@gtu.edu.in

ROLE OF STUDENTS:

- Preparing the Project as per guidance from University faculty guide and company mentor (if any) and submit the same with in time limit.
- Trying to explore the company to be expert in your area.
- Developing presentation skills for grabbing the job opportunity.
- Preparing the good quality report individually as per the guidelines given in CP guideline.

ALL THE BEST

COURSE CODE MBAAI403			COURSE NAME Ethics, Governance and Responsible AI			SEMESTER X	
Teaching Scheme (Hours)				**Teaching Credit**			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
45	-	15	60	3	-	1	4

Course Pre-requisites	**Basics of Artificial Intelligence, Principles of Management, Business Ethics, Fundamentals of Data Analytics**
Course Category	Core
Course focus	Employability, Ethics & Responsible Leadership
Rationale	Artificial Intelligence is transforming business and society at an unprecedented pace. Organizations increasingly require professionals who can ensure ethical AI usage, responsible governance, transparency, accountability, and regulatory compliance. This course equips students with knowledge of AI ethics, governance frameworks, data privacy, algorithmic fairness, sustainability, and responsible AI implementation in organizations. The syllabus is inspired by AI governance and ethics frameworks discussed in higher education and management-oriented AI ethics programs.
Course Revision/ Approval Date:	

Course Objectives (As per Blooms' Taxonomy)	• To understand ethical principles and governance frameworks related to Artificial Intelligence. • To analyze ethical dilemmas and societal impacts arising from AI adoption. • To evaluate responsible AI practices in business and organizational contexts. • To apply governance mechanisms for ensuring transparency, fairness, accountability, and compliance in AI systems. • To understand legal, social, and sustainability issues associated with AI-driven business environments.

Course Content	Weightage	Contact hours
Unit 1: Foundations of Ethics and AI: Meaning and scope of ethics, business ethics, introduction to Artificial Intelligence, evolution of AI, ethical implications of AI, principles of trustworthy and responsible AI, fairness, transparency, accountability and explainability in AI systems.	**20%**	**10**
Unit 2: AI Governance and Regulatory Frameworks: AI governance concepts, AI policies and standards, organizational governance models, AI lifecycle governance, global AI governance frameworks, AI risk management, role of government and regulatory institutions, audit and compliance mechanisms.	**20%**	**12**
Unit 3: Data Privacy, Bias and Responsible Decision-Making: Data privacy and protection, ethical data collection and usage, algorithmic bias and discrimination, inclusive AI systems, ethical decision-making models, human oversight in AI, responsible AI implementation practices.	**20%**	**12**
Unit 4: AI in Business, Society and Sustainability: AI applications in business and management, AI and employment, social implications of AI, AI and sustainability, environmental impacts of AI, digital inclusion, ethical challenges in AI-driven organizations, AI and stakeholder management.	**20%**	**12**
Unit 5: Emerging Trends and Responsible AI Leadership: Generative AI and ethical challenges, AI ethics case studies, responsible innovation, AI ethics auditing, AI governance in organizations, future of responsible AI, leadership for ethical AI adoption, strategic AI governance for businesses.	**20%**	**12**

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: Define the concepts of ethics, governance, and responsible AI in business environments.	**Define**
CO2: Interpret ethical and governance issues arising from AI adoption in organizations.	**Understand**
CO3: Design responsible AI principles and governance mechanisms in business decision-making.	**Design**
CO4: Evaluate organizational AI governance strategies and responsible AI leadership practices.	**Evaluate**
CO5: Analyze risks related to bias, privacy, fairness, and accountability in AI systems.	**Analyze**

Learning Resources	
1.	**Textbook:** • Michael J. Quinn – *Ethics for the Information Age* • Russell & Norvig – *Artificial Intelligence: A Modern Approach* • Mark Coeckelbergh – *AI Ethics*
2.	**Reference Books:** • Luciano Floridi – *The Ethics of Artificial Intelligence* • Virginia Dignum – *Responsible Artificial Intelligence* • Cathy O'Neil – *Weapons of Math Destruction*
3.	**Journals & Periodicals:** • AI & Society Journal • Journal of Business Ethics • Harvard Business Review • International Journal of AI Ethics
4.	**Other Electronic Resources:** • NPTEL Courses on AI Ethics and Governance • OECD AI Principles • UNESCO AI Ethics Guidelines • RBI, MeitY and NITI Aayog AI Policy Documents • OpenAI Responsible AI 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

CO	PSO1	PSO2	PSO3	PSO4
CO1	2	2	1	2
CO2	2	3	1	2
CO3	3	3	2	2
CO4	3	3	3	3
CO5	3	3	3	3
Average	2.6	2.8	2.0	2.4

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

Mapping of POs & COs

CO	PO1	PO2	PO3	PO4	PO5
CO1	3	1	2	1	1
CO2	3	2	2	1	1
CO3	3	2	3	2	3
CO4	3	3	3	3	3
CO5	3	3	3	3	2
Average	3.0	2.2	2.6	2.0	2.0

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

COURSE CODE MBA 4003	COURSE NAME Advanced Financial Management	SEMESTER X

Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
60	-	-	60	4	-	-	4

Course Pre-requisites	**Basics of Financial Management, Corporate Finance, Investment Analysis, Financial Markets.**
Course Category	Compulsory
Course focus	Employability & Skill Development
Rationale	The course is designed to provide advanced knowledge of strategic financial decision-making in modern business organizations. It focuses on corporate valuation, capital structure, mergers and acquisitions, risk management, derivatives, and international financial management.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	To understand advanced concepts and strategic dimensions of financial management. To analyze capital structure and dividend decisions of corporate organizations. To evaluate corporate valuation, mergers, acquisitions, and restructuring decisions. To apply derivative instruments and risk management techniques in financial decisions. To understand international financial management practices in a global business environment.

Course Content	Weightage	Contact hours

Unit 1: Strategic Financial Management: Nature and scope of strategic financial management, financial planning and forecasting, value maximization, agency theory, corporate governance, strategic financial decision-making.	**20%**	**10**
Unit 2: Capital Structure and Dividend Decisions: Capital structure theories, leverage analysis, EBIT-EPS analysis, cost of capital, dividend theories, dividend policies and practices.	**20%**	**12**

Unit 3: Corporate Valuation and Financial Restructuring: **Business valuation methods, discounted cash flow valuation, Economic Value Added (EVA), mergers and acquisitions, corporate restructuring, buyouts and takeovers.**	**20%**	**12**
Unit 4: Risk Management and Derivatives: Financial risks, risk-return relationship, derivative instruments, futures, options and swaps, hedging strategies, portfolio risk management.	**20%**	**14**
Unit 5: International Financial Management: Foreign exchange market, exchange rate determination, international capital budgeting, multinational financing decisions, international portfolio management, contemporary trends in global finance and fintech.	**20%**	**12**

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 advanced concepts of financial management and strategic financial decisions.	**Remember**
CO2: Interpret capital structure and dividend policy decisions of corporate organizations.	**Understand**
CO3: Apply valuation and restructuring techniques in business situations.	**Apply**
CO4: Analyze financial risks and derivative instruments for effective decision-making.	**Analyze**
CO5: Evaluate international financial management practices and global investment decisions.	**Evaluate**

Learning Resources	
1.	**Textbook:** 1. I.M. Pandey – *Financial Management* 2. Prasanna Chandra – *Financial Management* 3. Brealey, Myers & Allen – *Principles of Corporate Finance*
2.	**Reference Books:** 1. Van Horne & Wachowicz – Fundamentals of Financial Management 2. Brigham & Ehrhardt – Financial Management: Theory and Practice 3. Ross, Westerfield & Jaffe – Corporate Finance
3.	**Journals & Periodicals:** • Finance India • Indian Journal of Finance • The Chartered Financial Analyst Journal • Harvard Business Review
4.	**Other Electronic Resources:** • NPTEL Financial Management Courses • RBI Official Website • SEBI Official Website • NSE & BSE Websites

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	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	2
CO2	2	2	2	2
CO3	3	2	3	2
CO4	3	2	3	3
CO5	3	2	3	3
Average	2.6	1.8	2.6	2.4

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

Mapping of POs & COs

CO	PO1	PO2	PO3	PO4	PO5
CO1	2	2	1	1	1
CO2	2	3	1	1	1
CO3	3	3	3	2	2
CO4	2	3	2	3	2
CO5	2	3	2	3	3
Average	2.2	2.8	1.8	2.0	1.8

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