

COURSE CURRICULUM

(Integrated BBA MBA with AI in Business)

W.E.F: AY 2026 - 29
ACADEMIC YEAR: 2026 - 27
Updated on: June, 2026

GSFC University

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

VISION

GSFCU strives to be the best compact boutique institution with a futuristic approach, encouraging student centric culture and sharpened focus on developing industry ready & employable students with all-round development.

MISSION

- Establish an institution, which promotes creativity and innovation.
- Develop unique quality standards for academic excellence and pedagogical innovations.
- Remain agile through learning ecosystem with flexible processes & systems.
- Holistic growth for industry readiness.

Program Outcome (PO)

No.	Program Outcomes (POs) By the end of the Programme, 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

No.	Programme 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:

PSOs / POs	PO1	PO2	PO3	PO	PO5	PO6	PO7	PO8	Avg
PSO1	3	3	2	2	2	2	3	3	2.5
PSO2	2	2	3	2	2	1	2	3	2.125
PSO3	3	3	2	1	2	2	3	2	2.25
PSO4	2	2	2	3	3	3	2	3	2.5
Avg	2.5	2.5	2.25	2	2.25	2	2.5	2.75	2.34

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)

<u>Semester</u>	<u>Core Courses</u>	<u>Ability Enhancement Courses</u>	<u>Value added Courses</u>	<u>Skill Enhancement courses</u>	<u>Total</u>
<u>I</u>	<u>16</u>	<u>2</u>	<u>4</u>	<u>0</u>	<u>22</u>
<u>II</u>	<u>14</u>	<u>2</u>	<u>1</u>	<u>2</u>	<u>19</u>
<u>III</u>	<u>18</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>24</u>
<u>IV</u>	<u>18</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>24</u>
<u>V</u>	<u>16</u>	<u>2</u>	<u>0</u>	<u>2</u>	<u>20</u>
<u>VI</u>	<u>14</u>	<u>2</u>	<u>0</u>	<u>4</u>	<u>20</u>
<u>VII</u>	<u>23</u>	<u>0</u>	<u>0</u>	<u>4</u>	<u>27</u>
<u>VIII</u>	<u>27</u>	<u>0</u>	<u>0</u>	<u>4</u>	<u>31</u>
<u>IX</u>	<u>28</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>28</u>
<u>X</u>	<u>22</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>22</u>
<u>TOTAL</u>	<u>196</u>	<u>12</u>	<u>9</u>	<u>20</u>	<u>237</u>

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

Total Credits: 237

Core courses credits: 196

Ability Enhancement Courses credits: 12

Value Added Courses credits: 9

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	AECC101	Fundamentals of English	AECC	1	1	0	2	-	20	40	40	-	-	100
5	VACC101	Foundation Course	VACC	2	0	4	4	-	-	-	-	-	-	100
6	BBAAI101	Introduction to Artificial Intelligence (AI)	Core	3	1	0	4	-	20	40	40	-	-	100
Total							22							600

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

Program Coordinator
Dr.Jignesh B Valand
Ms.Shrutika Thakkar

HoD
Dr. Vidhita Sinha

Dean
Dr. Ranjita Banerjee

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	AECC201	Communication Skills in English	AECC	2	0	0	2	0	20	40	40	0	0	100
5	VACC201	Tinkering & Mentoring	VACC	0	0	2	1	0	20	40	40	0	0	100
6	BBA205	Internship	SEC	0	0	2	0	2	00	00	00	50	50	100
7	BBAAI201	Digital Literacy, Data Foundations & Applied Statistics for AI	Core	2	0	0	2	2	20	40	40	0	0	100
Total							17	02						700

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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	AECC301	Entrepreneurship Development	AECC	2	0	0	2	-	20	40	40	-	-	100
6	BBA306	Internship	SEC	0	0	4	2		-	-	-	-	-	100
7	---	Communicative English and Employability Skills	VACC	2	0	0	2	0	0	0	0	0	0	0
8	BBAAI301	Introduction & Foundation for Machine Learning	Core	3	1		4	0						
Total							24							800

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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/VIV A	
01	02	03	04	05	06	07	08	09	10	11	12	13	14	15
1	BBA401	Operations Management	Core	3	1	0	4		20	40	40			100
2	BBA402	Financial Management	Core	3	1	0	4		20	40	40			100
3	BBA403	Business Research methodology	Core	3	1	0	4		20	40	40			100
4	BBA404	International Business	Core	2	0	0	2		20	40	40			100
5	AECC401	Environmental Studies	AECC	2	0	0	2		20	40	40			100
6	BBA406	Internship (REEP)	SEC	0	0	4	2		20	40	40			100
7	---	Communicative English and Employability Skills	VACC	2	0	0	2	0	0	0	0	0	0	0
8	BBAAI401	AI Applications in Business	Core	3	1	0	4		20	40	40			100
Total							24							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	DSE	3	1	0	4	-	20	40	40	-	-	100
3	BBAAI502	Data Analysis for Business Decision-Making	DSE	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)		0	0	4	2							100
7	---	Communicative English and Employability Skills	VACC	0	0	0	0	0	0	0	0	0	0	0
8	BBAAI501	Business Intelligence Systems	Core	3	1	0	4	0	20	40	40	-	-	100
Total							22							700

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School of Management & Entrepreneurship

I

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	BBA604	Project Work	SEC	2	-	4	4	-	-	-	-	50	50	100
5	AECC501	Disaster Risk Management	AECC	2	0	0	2	-	20	40	40	-	-	100
6	---	Communicative English and Employability Skills	VACC	2	0	0	2	0	0	0	0	0	0	0
7	BBAAI601	Strategic AI Implementation in Business	Core	3	1	0	4		20	40	40	-	-	100
Total							22							600

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Academic Session: 2026-27

Program: Integrated BBA-MBA with AI in Business

I

Semester VII													
Sr. No.	Course Code	Course Name	Course Type	Teaching Scheme(Hours/Week)			Total Credit	Examination Scheme					
				L	T	P		Theory			Practical		Total Marks
								MS E	CE C	ES E	L W	LE/VIV A	
1	MBA1001	Accounting for Managers	Core	3	0	0	3	20	40	40	0	0	100
2	MBA1002	Business Environment	Core	3	0	0	3	20	40	40	0	0	100
3	MBAAI101	Applied Data Science	Core	2	1	0	3	20	40	40	0	0	100
4	MBA1004	Managerial Economics	Core	3	0	0	3	20	40	40	0	0	100
5	MBA1005	Quantitative Techniques	Core	3	0	0	3	20	40	40	0	0	100
6	MBA1006	Organization Behaviour	Core	3	0	0	3	20	40	40	0	0	100
7	MBA1008	Managerial Communication	Core	2	0	0	2	20	40	40	0	0	100
8	MBA2005	Business Research Methods	Core	3	0	0	3	20	40	40	0	0	100
9	MBA1009	Internship (REEP)	SEC	0	0	4	2	0	50	0	0	50	100
10	VAC1001	Communicative English and Employability Skills I	SEC	2	0	0	2	0	60	40	0	0	100
Total							27						1000

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School of Management & Entrepreneurship

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Academic Session: 2026-27

Program: Integrated BBA-MBA with AI in Business

Semester VIII													
Sr · N o.	Course Code	Course Name	Cour se Type	Teaching Scheme(H o urs/Week)			Tota l Cred it	Examination Scheme					
				L	T	P		Theory			Practical		Total Mark s
								MS E	CE C	ES E	L W	LE/VIV A	
1	MBA2001	Business Analytics	Core	3	0	0	3	20	40	40	0	0	100
2	MBA2002	Marketing Management	Core	4	0	0	4	20	40	40	0	0	100
3	MBA2003	Financial Management	Core	4	0	0	4	20	40	40	0	0	100
4	MBA2004	Human resource Management	Core	4	0	0	4	20	40	40	0	0	100
5	MBA1007	Corporate Law	Core	3	0	0	3	20	40	40	0	0	100
6	MBAAI201	AI Applications, Eco system and Governance	Core	3	1	0	4	20	40	40	0	0	100
7	MBA2007	International Business	Core	3	0	0	3	20	40	40	0	0	100
8	MBA2008	Indian Ethos & Business Ethics	Core	2	0	0	2	20	40	40	0	0	100
9	MBA2009	Summer Internship Project	SEC	0	0	4	2	0	50	0	0	50	100
10	VAC2001	Communicative English and Employability Skills II	SEC	2	0	0	2	0	60	0	0	40	100
Total							31						1000

GSFC UNIVERSITY, VADODARA
 Teaching and Examination Scheme
School of Management & Entrepreneurship

I

Academic Session: 2026-27

Program: Integrated BBA-MBA with AI in Business

Semester IX													
Sr. No.	Course Code	Course Name	Course Type	Teaching Scheme(Hours/Week)			Total Credit	Examination Scheme					
				L	T	P		Theory			Practical		Total Marks
								MS E	CE C	ES E	L W	LE/VIV A	
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.	MBA3003	Strategic Management	Core	4	0	0	4	20	40	40	0	0	100
4.	MBA3004	Internship (Multidisciplinary Action Project) (MAP)	Core	2	0	4	4	20	40	40	0	0	100
5.	MBAAI301	NLP and GenAI for Business	Core	3	1	0	4	20	40	40	0	0	100
6.	MBAAI302	Application of AI in Finance	Core	3	1	0	4	20	40	40	0	0	100
7.	MBAAI303	Application of AI in Operations Management	Core	3	1	0	4	20	40	40	0	0	100
Total							28						1000

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Teaching and Examination Scheme

School of Management & Entrepreneurship

I

Academic Session: 2026-27

Program: Integrated BBA-MBA with AI in Business

Semester X													
Sr. No.	Course Code	Course Name	Course Type	Teaching Scheme(Hours/Week)			Total Credit	Examination Scheme					
				L	T	P		Theory			Practical		Total Marks
								MSE	CEC	ESE	LW	LE/VIVA	
1.	MBA4001	Project Management	Core	4	0	0	4	20	40	40	0	0	100
2.	MBA4002	Internship (Comprehensive Project)	Core	2	0	8	6	20	40	40	0	0	100
3.	MBAAI401	Applied Machine Learning & Deep Learning	Core	3	1	0	4	20	40	40	0	0	100
4.	MBAAI402	Application of AI in HRM	Core	3	1	0	4	20	40	40	0	0	100
5.	MBAAI403	Application of AI in Marketing	Core	3	1	0	4	20	40	40	0	0	100
Total							22						600

SEMESTER I

SYLLABUS

COURSE CODE BBA101	COURSE NAME Principles and Practices of Management	SEMESTER I
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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	<ul style="list-style-type: none"> • 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:	

Course Objectives (As per Blooms' Taxonomy)	<ul style="list-style-type: none"> • 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
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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-	25%	15

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.		
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: To remember the principles and practices of managerial concepts.	Remember
CO2: To Understand the planning, organizing, staffing, directing, and controlling functions and their relevance to effective managerial performance.	Understand
CO3: To Apply management theories and decision-making tools in practical business scenarios to enhance efficiency and performance.	Apply
CO4: To Analyze organizational structures, leadership styles, motivational theories, and control mechanisms to solve management-related problems.	Analyze
CO5: To Evaluate strategic management practices, ethical issues, CSR initiatives, and sustainability approaches in business decision-making and policy development.	Evaluate

Learning Resources	
1.	<p>Textbook:</p> <ol style="list-style-type: none"> 1. Rao, V. S. P. Management Principles and Applications. Taxmann Publications. 2. Bright, D. et al. Principles of Management. OpenStax Textbooks, Houston 3. Kapoor, Premvir, Principles of Management, Khanna Book Publishing. 4. Jones, G. R., and George, J. M. Essentials of contemporary management. New York, NY:

	McGraw-Hill Education. 5. Robbins, S. P. & Coulter, M. A. Management. Pearson.
2.	Reference Books: 1. Indian Business Rising: The Contemporary Indian Way of Conducting Business-And How It Can Help You Improve Your Business 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	<table border="1"> <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>	Class Participation	10 marks	Quiz	5 marks	Case Study/ Research Paper	15 marks	Presentation on Current Trends	10 marks
Class Participation	10 marks								
Quiz	5 marks								
Case Study/ Research Paper	15 marks								
Presentation on Current Trends	10 marks								

Mapping of PSOs & COs

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

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	1	1	1
CO2	2	2	1	1	1	1	1	1
CO3	1	1	1	1	1	1	1	1
CO4	2	2	2	2	2	1	1	1
CO5	2	1	1	1	1	1	1	1
Avg.	2	1.6	1.2	1.2	1.2	1	1	1

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

COURSE CODE BBA102	COURSE NAME Financial Accounting	SEMESTER I
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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	<ul style="list-style-type: none"> • 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:	
Course Objectives (As per Blooms' Taxonomy)	<ul style="list-style-type: none"> • To understand the fundamentals of accounting, including key concepts and processes. • To apply transaction recording and trial balance techniques for accurate financial reporting. • To prepare final accounts for sole proprietorships, including trading and profit and loss accounts.

	<ul style="list-style-type: none"> To analyze and prepare company final accounts and understand sustainable accounting practices.
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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: To Remember the application of various principles and practice of accounting in preparation of accounting statements.	Remember
CO2: To understand the process of accounting cycle.	Understand
CO3: To Apply the knowledge of systematic maintenance of books of accounts to real life business.	Apply
CO4: To Analyze Annual Financial statements of Sole proprietorship and Company form of business	Analyze
CO5: To Evaluate the application of various principles and practice of accounting in preparation of accounting statements.	Evaluate

Learning Resources	
5.	<p>Textbook:</p> <ol style="list-style-type: none"> Jain S.P., & Narang K L. . Basic Financial Accounting I, New Dehli, Kalyani publishers. Kimmel, Financial accounting, Wiley Publications Gupta, A.. Financial Accounting for Management: An Analytical Perspective, Noida, Pearson Education.
6.	<p>Reference Books:</p> <ol style="list-style-type: none"> S.N. Maheshwari, and. S. K. Maheshwari. Financial Accounting. Vikas Publishing House, New Delhi. Ashish k Battacharya, Essentials of financial accounting for Business Managers, Six, PHL learning. Accounting for sustainability: www.ifac.org Peter Bartelmus, E K Seifert, Green Accounting, London, Routledge Publications IFRS sustainability standards: www.ifrs.org Model curriculum for UG Degree in BBA 40 <p>Suggested Cases</p> <ol style="list-style-type: none"> Smokey Valley Café Irrigation Equipment's Limited Monarch Trading Company
7.	Journals & Periodicals:
8.	<p>Other Electronic Resources:</p> <p>https://onlinecourses.nptel.ac.in/noc24_mg74/preview</p>

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

Mapping of PSOs & COs

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

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	0	1	0	1	2
CO2	3	1	1	0	1	0	1	2
CO3	3	2	2	1	1	1	2	3
CO4	3	3	2	1	2	2	3	3
CO5	3	3	2	1	2	2	3	3
Avg.	3	2	1.6	0.6	1.4	1	2	2

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

COURSE CODE BBA103	COURSE NAME Business Statistics and Logic	SEMESTER I
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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	<ul style="list-style-type: none"> • 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

	<ul style="list-style-type: none"> To demonstrate the knowledge on the process of organizing a data and conduct statistical treatment.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	<ul style="list-style-type: none"> 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 Content	Weightage	Contact hours
<p>Unit 1 Measures of Central Tendency, Dispersion, Measures of Skewness and Kurtosis</p> <p>Classification and tabulation of data, frequency distribution, diagrams and graphs, measure of central tendency- arithmetic mean, weighted arithmetic mean, median, mode, geometric mean and harmonic mean (theory only) and meaning of partition values- quartiles, deciles, percentiles, measures of dispersion - range, quartile deviation, mean deviation from mean and median, standard deviation and coefficient of variation. Skewness - meaning, difference between dispersion and skewness, Karl Pearson's and Bowley's measures of skewness, concept of kurtosis, types of kurtoses and importance.</p>	25%	15
<p>Unit 2 Correlation and Regression</p> <p>Meaning, definition and use of correlation, covariance, scatter diagram, types of correlation, Karl Pearson's correlation coefficient, Spearman's Rank correlation coefficient, probable error. regression- meaning and utility of regression analysis, comparison between correlation and regression, regression lines –x on y, y on x, regression equations and regression coefficients. meaning,</p>	25%	15

Unit 3 Probability and Probability distributions Introduction to probability, basic concepts of probability- classical definition, addition and multiplication rules, probability distributions – binomial, poisson and normal distributions, expected value.	25%	15
Unit 4 Introduction to Logic Number series, coding decoding and odd man out series, direction sense test, seating arrangements – linear and circular, blood relations, arithmetic and geometric progressions, Inductive and deductive reasoning.	25%	15

Instructional Method and Pedagogy: (Max. 100 words)

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

Course Outcomes:	Blooms’ Taxonomy Domain
After successful completion of the above course, students will be able to:	
CO1: To Remember handling skills with clarity and logical reasoning.	Remember
CO2: To Understand the outline the relevant concepts of Statistics to a given context/business scenario.	Understand
CO3: To Apply business data and conduct statistical treatment.	Apply
CO4: To Analyze and interpret data using appropriate statistical techniques.	Analyze
CO5: To Evaluate data trends using appropriate statistical models.	Evaluate

Learning Resources

9.	<p>Textbook:</p> <ol style="list-style-type: none"> 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
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	Research Paper: Fildes, R., & Goodwin, P. (2007). Against your better judgment? How organizations can improve their use of management judgment in forecasting. <i>Interfaces</i> , 37(6), 570-576.
10.	Reference Books: Stanovich, K. E., & West, R. F. (2000). Individual differences in reasoning: Implications for the rationality debate? <i>Behavioral and Brain Sciences</i> , 23(5), 645-665.
11.	Journals & Periodicals:
12.	Other Electronic Resources: https://onlinecourses.nptel.ac.in/noc24_mg74/preview

Evaluation Scheme	Total Marks: 100								
Mid Semester Marks	20 marks								
End Semester Marks	40 marks								
Continuous Evaluation 40 marks	<table border="1"> <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>	Class Participation	10 marks	Quiz	5 marks	Case Study/ Research Paper	15 marks	Presentation on Current Trends	10 marks
Class Participation	10 marks								
Quiz	5 marks								
Case Study/ Research Paper	15 marks								
Presentation on Current Trends	10 marks								

Mapping of PSOs & COs

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

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	0	1	0	1	2
CO2	3	1	1	0	1	0	1	2
CO3	3	2	2	1	1	1	2	3
CO4	3	3	2	1	2	2	3	3
CO5	3	3	2	1	2	2	3	3
Avg.	3	2	1.6	0.6	1.4	1	2	2

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

COURSE CODE AECC101	COURSE NAME Fundamentals of English	SEMESTER I
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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:	
Course Objectives (As per Blooms' Taxonomy)	<ul style="list-style-type: none"> • To emphasize the development of listening and reading skills among learners. • To equip them with writing skills needed for academic as well as work place context. • To enable learners of Engineering and Technology develop

	their basic communication skills in English
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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	
17.	Textbook:
18.	Reference Books <ol style="list-style-type: none"> 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
19.	Journal
20.	Periodicals

Evaluation Scheme	Total Marks: 100								
Mid Semester Marks	20 marks								
End Semester Marks	40 marks								
Continuous Evaluation 40 marks	<table border="1"> <tr> <td>Class Participation</td> <td>10 marks</td> </tr> <tr> <td>Quiz</td> <td>5 marks</td> </tr> <tr> <td>Case Study/ Research Paper</td> <td>15 marks</td> </tr> <tr> <td>Presentation on Current Trends</td> <td>10 marks</td> </tr> </table>	Class Participation	10 marks	Quiz	5 marks	Case Study/ Research Paper	15 marks	Presentation on Current Trends	10 marks
	Class Participation	10 marks							
	Quiz	5 marks							
	Case Study/ Research Paper	15 marks							
	Presentation on Current Trends	10 marks							

Mapping of PSOs & COs

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

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	0	1	0	1	2
CO2	3	1	1	0	1	0	1	2
CO3	3	2	2	1	1	1	2	3
CO4	3	3	2	1	2	2	3	3
CO5	3	3	2	1	2	2	3	3
Avg.	3	2	1.6	0.6	1.4	1	2	2

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

COURSE CODE BBAAI 101	COURSE NAME Introduction to Artificial Intelligence (AI)	SEMESTER I
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit

Course Pre-requisites	
Course Category	
Course focus	
Rationale	
Course Revision/ Approval Date:	

Course Objectives
(As per Blooms' Taxonomy)

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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		
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.		
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)		
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		

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
CO2:	Understand
CO3:	Apply

CO4:	Analyze
CO5:	Evaluate

Learning Resources	
1.	<p>Reference Books:</p> <ul style="list-style-type: none"> • 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.	<p>Journals & Periodicals:</p> <ul style="list-style-type: none"> • 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

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

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	0	1	0	1	2
CO2	3	1	1	0	1	0	1	2
CO3	3	2	2	1	1	1	2	3
CO4	3	3	2	1	2	2	3	3
CO5	3	3	2	1	2	2	3	3
Avg.	3	2	1.6	0.6	1.4	1	2	2

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

SEMESTER II

SYLLABYS

COURSE CODE BBA201	COURSE NAME Human Behaviour and Organization	SEMESTER II
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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	<ul style="list-style-type: none"> • 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)	<ul style="list-style-type: none"> • 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.

	<ul style="list-style-type: none"> To critically evaluate leadership styles and strategies.
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Course Content	Weightage	Contact hours
<p>Unit 1: Introduction to Human Behavior and Organization</p> <p>Meaning, importance, and historical development of organizational behavior; Factors influencing organizational behavior; Contributing disciplines of OB; OB models</p>	25	15
<p>Unit 2: Individual Behavior</p> <p>Foundations of Individual Behavior; Personality- Determinants of personality, Type A and B, Big Five personality types, stages of personality development; Attitude - components, job-related attitudes; Learning- concept, theories, and reinforcement; Perception - concept, perceptual process, factors influencing perception; Values - concept and types: terminal values and instrumental values. Motivation – Concept, importance, and theories of motivation- Early Theories of motivation (Need Hierarchy, Theory X and Theory Y, Two Factors Theory); Contemporary Theories of motivation (Self-Determination Theory, Goal-setting Theory, Reinforcement Theory, Self-efficacy Theory</p>	25	15
<p>Unit 3: Group & Team Behaviour</p> <p>Groups and Work Teams: Concept: Five Stage model of group development; Groupthink and shift; Indian perspective on group norms, Group, and teams; Types of teams; Creating team players from individual building. Individual & Group conflict; e-teams.</p>	25	15
<p>Unit 4: Leadership & Power</p> <p>Leadership: Concept; Trait theories; Behavioral theories (Ohio and Michigan studies); Contingency theories, Authentic leadership; Mentoring, self-leadership; Inspirational Approaches (transformational, charismatic); Comparison of Indian leadership styles with other countries. Bases of Power. Organizational Culture : Concept of culture; Impact (functions and liability); Creating and sustaining culture: Employees and culture; Creating positive and ethical cultures; Need and importance of Cross-Cultural management, Stress, and its Management.</p>	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 concepts.	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.	<p>Textbook:</p> <ol style="list-style-type: none"> 1. Robbins, Stephen - Organizational Behavior Prentice Hall of India Ltd., New Delhi. 2. Luthans Fred - Organizational Behavior: An Evidence-Based Approach - McGraw Hill 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.	<p>References:</p> <ul style="list-style-type: none"> • 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 <p>Unit 2</p> <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> HBR, 2022: How Great Leaders Communicate Reflective exercise on the concept of leadership in Mahabharata versus Ramayana
28.	Other Electronic Resources: Understanding Belbin Individual Team Roles: https://belbin.scot/wp-content/uploads/2022/08/Belbin-8-SPI-ReportSample.pdf

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

Mapping of PSOs & COs

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

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	2	1	1	1	2	2
CO2	3	2	2	2	1	2	2	2
CO3	3	2	2	2	2	2	3	3
CO4	3	3	2	2	2	3	3	3
CO5	3	3	2	2	3	3	3	3
Avg.	3	2.2	2	1.8	1.8	2.2	2.6	2.6

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

COURSE CODE BBA202	COURSE NAME Marketing Management	SEMESTER II
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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	<ul style="list-style-type: none"> • 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)	<ul style="list-style-type: none"> • To Develop understanding about marketing management concepts and frameworks, and apply these to a new or existing business. • To transform 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

<p>Unit 3</p> <p>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.</p>	<p>25</p>	<p>15</p>
<p>Unit 4</p> <p>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).</p>	<p>25</p>	<p>15</p>

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.	
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Learning Resources	
29.	<p>Textbook:</p> <p>Kotler P., Keller K., et al. Marketing Management (16th edition). Pearson Education Pvt. Ltd.</p>
30.	<p>Reference Books:</p> <ul style="list-style-type: none"> ● 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. <p>Ramaswamy, V.S. & Namakumari, S. Marketing Management: Indian Context Global Perspective (6th edition). Sage Publications India Pvt. Ltd.</p>
31.	<p>Journals & Periodicals:</p> <ul style="list-style-type: none"> ● Indian Journal of Marketing ● Journal of Marketing ● Vikalpa: The Journal for Decision Makers ● South Asian Journal of Marketing <p>Journal of Business Research (Special Issues on Marketing)</p>
32.	<p>Other Electronic Resources:</p> <ul style="list-style-type: none"> ● 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	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center; vertical-align: middle; padding: 5px;">40 marks</td> <td style="padding: 5px;">Class Participation</td> <td style="text-align: center; padding: 5px;">10 marks</td> </tr> <tr> <td></td> <td style="padding: 5px;">Quiz</td> <td style="text-align: center; padding: 5px;">5 marks</td> </tr> <tr> <td></td> <td style="padding: 5px;">Case Study/ Research Paper</td> <td style="text-align: center; padding: 5px;">15 marks</td> </tr> <tr> <td></td> <td style="padding: 5px;">Presentation on Current Trends</td> <td style="text-align: center; padding: 5px;">10 marks</td> </tr> </table>	40 marks	Class Participation	10 marks		Quiz	5 marks		Case Study/ Research Paper	15 marks		Presentation on Current Trends	10 marks
40 marks	Class Participation	10 marks											
	Quiz	5 marks											
	Case Study/ Research Paper	15 marks											
	Presentation on Current Trends	10 marks											

Mapping of PSOs & COs

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

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	2	1	1	1	2	2
CO2	3	2	2	2	1	2	2	2
CO3	3	2	2	2	2	2	3	3
CO4	3	3	2	2	2	3	3	3
CO5	3	3	2	2	3	3	3	3
Avg.	3	2.2	2	1.8	1.8	2.2	2.6	2.6

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

COURSE CODE BBA203	COURSE NAME Business Economics	SEMESTER II
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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	<p>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.</p> <ul style="list-style-type: none"> ♣ 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)	<ul style="list-style-type: none"> • 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.
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Course Content	Weightage	Contact hours
Unit 1: Fundamentals and Basic elements of Microeconomics <ul style="list-style-type: none"> • 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

<ul style="list-style-type: none"> • 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 		
<p>Unit 3: Analysis of Market</p> <ul style="list-style-type: none"> • Concept of Market and Main Forms of Market. • Price and Output Determination Under Perfect Competition, Monopoly, Monopolistic Competition, and oligopoly 	25	15
<p>Unit 4: National Income and Various Indian Economy Challenges</p> <ul style="list-style-type: none"> • 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.	<p>Textbook:</p> <ol style="list-style-type: none"> 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.	<p>Reference Books:</p> <ul style="list-style-type: none"> • 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.

	<ul style="list-style-type: none"> • 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

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

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	2	1	1	1	2	2
CO2	3	2	2	2	1	2	2	2
CO3	3	2	2	2	2	2	3	3
CO4	3	3	2	2	2	3	3	3
CO5	3	3	2	2	3	3	3	3
Avg.	3	2.2	2	1.8	1.8	2.2	2.6	2.6

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

COURSE CODE AECC201	COURSE NAME Communication Skills in English	SEMESTER II
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
30	0	0	30	2	0	0	2

Course Pre-requisites	Student should have cleared First Semester of Bachelor of Commerce
Course Category	Mandatory Course
Course focus	Communicational Skills
Rationale	<ul style="list-style-type: none"> 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)	<ul style="list-style-type: none"> 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.	<p>Reference Books:</p> <ol style="list-style-type: none"> 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	<table border="1"> <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>	Class Participation	10 marks	Quiz	5 marks	Case Study/ Research Paper	15 marks	Presentation on Current Trends	10 marks
	Class Participation	10 marks							
	Quiz	5 marks							
	Case Study/ Research Paper	15 marks							
	Presentation on Current Trends	10 marks							

Mapping of PSOs & COs

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

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	2	1	1	1	2	2
CO2	3	2	2	2	1	2	2	2
CO3	3	2	2	2	2	2	3	3
CO4	3	3	2	2	2	3	3	3
CO5	3	3	2	2	3	3	3	3
Avg.	3	2.2	2	1.8	1.8	2.2	2.6	2.6

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

COURSE CODE VACC201	COURSE NAME Tinkering & Mentoring	SEMESTER II
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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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 entrepreneurs. 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

<p>Conceptual Modules (e.g., software, programs) for IT students.</p> <p>Business Cases or Models for management students.</p> <p>Students will work closely with faculty mentors to brainstorm, design, and create functional prototypes or models.</p>		
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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.	<p>Textbook: N/A – The course relies on expert experiential learning and practical activities.</p>
46.	<p>Reference books</p> <ol style="list-style-type: none"> 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.	<p>Journal</p> <p>Articles from Harvard Business Review and MIT Sloan Management Review.</p>
48.	<p>Periodicals</p> <p>Business Standard, Economic Times, and Forbes articles on entrepreneurship and innovation.</p>

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

Mapping of PSOs & COs

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

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	2	1	1	1	2	2
CO2	3	2	2	2	1	2	2	2
CO3	3	2	2	2	2	2	3	3
CO4	3	3	2	2	2	3	3	3
CO5	3	3	2	2	3	3	3	3
Avg.	3	2.2	2	1.8	1.8	2.2	2.6	2.6

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

COURSE CODE BBAAI201	COURSE NAME Digital Literacy, Data Foundations & Applied Statistics for AI	SEMESTER II
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit

Course Pre-requisites	
Course Category	
Course focus	
Rationale	
Course Revision/ Approval Date:	

Course Objectives
(As per Blooms' Taxonomy)

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Course Content	Weightage	Contact hours
<p>Unit 1: Digital Literacy & ICT Foundations: Meaning and importance of Digital Literacy, Components of ICT (Information & Communication Technology), Digital platforms: Cloud computing basics, Collaboration tools (Google Workspace, MS Office).</p> <p>Internet, data security, and cyber awareness, Digital ethics and responsible data usage, Role of digital literacy in business and AI</p>		
<p>Unit 2: Data Foundations & Data Management: Introduction to Data:</p> <p>Types of data (structured/unstructured), Data sources (primary & secondary).</p> <p>Data lifecycle: Collection, cleaning, storage, processing.</p> <p>Data quality and data preprocessing, Basics of databases and data management, Introduction to data visualization (charts, dashboards), Data-driven decision-making in business</p>		
<p>Unit 3: Descriptive Statistics for AI: Meaning and scope of statistics, Types of data and variables, Measures of central tendency: Mean, Median, Mode.</p> <p>Measures of dispersion: Range, Variance, Standard Deviation.</p> <p>Data visualization: Bar charts, Pie charts, Histograms.</p> <p>Introduction to correlation</p>		
<p>Unit 4: Applied Statistics & Business Analytics Basics: Introduction to probability (basic concepts), Business applications of statistics</p> <p>Correlation and simple regression (basic idea), Introduction to predictive analytics, Statistical tools in business: Excel basics,</p> <p>Overview of R/Python (conceptual).</p> <p>Role of statistics in AI and machine learning</p>		

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
CO2:	Understand
CO3:	Apply
CO4:	Analyze
CO5:	Evaluate

Learning Resources	
1.	<p>Reference Books:</p> <ul style="list-style-type: none"> • Stuart Russell & Peter Norvig – Artificial Intelligence: A Modern Approach • Bernard Marr – Data Strategy • Ken Black – Business Statistics • S.P. Gupta – Statistical Methods • Richard I. Levin – Statistics for Management • David Spiegelhalter – The Art of Statistics
2.	<p>Journals & Periodicals:</p> <ul style="list-style-type: none"> • Journal of Business Analytics • Journal of Data Science • IEEE Transactions on Knowledge and Data Engineering • Harvard Business Review (AI & Data articles) • MIT Sloan Management Review
3.	<p>Other Electronic Resources:</p> <ul style="list-style-type: none"> • NPTEL – Data Science / Statistics courses • Coursera / edX – Data Analytics & AI courses • 3. Government Data Portals (data.gov.in)

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

Mapping of PSOs & COs

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

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	0	1	0	1	2
CO2	3	1	1	0	1	0	1	2
CO3	3	2	2	1	1	1	2	3
CO4	3	3	2	1	2	2	3	3
CO5	3	3	2	1	2	2	3	3
Avg.	3	2	1.6	0.6	1.4	1	2	2

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

SEMESTER III

SYALLABUS

COURSE CODE BBA301	COURSE NAME Cost and Management Accounting	SEMESTER III
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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	<ul style="list-style-type: none"> • 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.

	<ul style="list-style-type: none"> • To decision techniques of marginal costing. • To prepare a fixed and flexible budget.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	<ul style="list-style-type: none"> • 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 production pricing 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.	
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Learning Resources	
49.	<p>Textbook:</p> <ul style="list-style-type: none"> 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.	<p>References:</p> <p>Lal, J. Srivastav, Seema., Singh, Manisha. Cost Accounting: Test, Problems and Cases, New Delhi: Tata McGraw Hill Education</p>
51.	<p>Journals & Periodicals:</p>
52.	<p>Other Electronic Resources:</p>

Evaluation Scheme	Total Marks: 100								
Mid Semester Marks	20 marks								
End Semester Marks	40 marks								
<p>Continuous Evaluation</p> <p style="text-align: center;">40 marks</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 5px;">Class Participation</td> <td style="text-align: right; padding: 5px;">10 marks</td> </tr> <tr> <td style="padding: 5px;">Quiz</td> <td style="text-align: right; padding: 5px;">5 marks</td> </tr> <tr> <td style="padding: 5px;">Case Study/ Research Paper</td> <td style="text-align: right; padding: 5px;">15 marks</td> </tr> <tr> <td style="padding: 5px;">Presentation on Current Trends</td> <td style="text-align: right; padding: 5px;">10 marks</td> </tr> </table>	Class Participation	10 marks	Quiz	5 marks	Case Study/ Research Paper	15 marks	Presentation on Current Trends	10 marks
Class Participation	10 marks								
Quiz	5 marks								
Case Study/ Research Paper	15 marks								
Presentation on Current Trends	10 marks								

Mapping of PSOs & COs

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

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	2	1	1	1	2	2
CO2	3	2	2	2	1	2	2	2
CO3	3	2	2	2	2	2	3	3
CO4	3	3	2	2	2	3	3	3
CO5	3	3	2	2	3	3	3	3
Avg.	3	2.2	2	1.8	1.8	2.2	2.6	2.6

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

COURSE CODE BBA302	COURSE NAME Legal and Ethical issues in business	SEMESTER III
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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	<ul style="list-style-type: none"> • 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 organisations. • 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)	<ul style="list-style-type: none"> • 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.
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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

<p>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.</p>		
<p>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.</p>	<p>25</p>	<p>15</p>

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
<p>After successful completion of the above course, students will be able to:</p>	
<p>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.</p>	<p>Remember</p>
<p>CO2: To Understand the importance of business law and ethics in managing business operations, including the ethical challenges faced by organizations and their stakeholders.</p>	<p>Understand</p>
<p>CO3: To Applu business law principles to real-world scenarios, such as contract formation, sales, leases, and liability issues in business transactions.</p>	<p>Apply</p>

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.	<p>Textbook: (Latest Edition):</p> <ol style="list-style-type: none"> 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.	<p>Reference Books:</p> <ul style="list-style-type: none"> • 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.	<p>Journals & Periodicals:</p> <p>Cases</p> <ul style="list-style-type: none"> • Salomon Vs. Salomon & Co. Ltd • Balfour Vs. Balfour • Durga Prasad Vs. Balde
56.	<p>Other Electronic Resources</p> <ul style="list-style-type: none"> • www.https://scroll.in/tag/competition-commission-of-india

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

Mapping of PSOs & COs

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

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	2	1	1	1	2	2
CO2	3	2	2	2	1	2	2	2
CO3	3	2	2	2	2	2	3	3
CO4	3	3	2	2	2	3	3	3
CO5	3	3	2	2	3	3	3	3
Avg.	3	2.2	2	1.8	1.8	2.2	2.6	2.6

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

COURSE CODE BBA303	COURSE NAME Human Resource Management	SEMESTER III
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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	<ul style="list-style-type: none"> • 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)	<ul style="list-style-type: none"> • 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.
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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

<p>Unit 4: Leadership & Power</p> <p>Leadership: Concept; Trait theories; Behavioral theories (Ohio and Michigan studies); Contingency theories, Authentic leadership; Mentoring, self-leadership; Inspirational Approaches (transformational, charismatic): Comparison of Indian leadership styles with other countries. Bases of Power. Organizational Culture: Concept of culture; Impact (functions and liability); Creating and sustaining culture: Employees and culture; Creating positive and ethical cultures; Need and importance of Cross-Cultural management, Stress, and its Management.</p>	<p>25</p>	<p>15</p>
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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.	<p>Textbook: (Latest Editions):</p> <ol style="list-style-type: none"> 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.	<p>References:</p> <ul style="list-style-type: none"> • 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.	<p>Journals & Periodicals:</p> <ul style="list-style-type: none"> • 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.	<p>Other Electronic Resources:</p>

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

Mapping of PSOs & COs

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

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	2	1	1	1	2	2
CO2	3	2	2	2	1	2	2	2
CO3	3	2	2	2	2	2	3	3
CO4	3	3	2	2	2	3	3	3
CO5	3	3	2	2	3	3	3	3
Avg.	3	2.2	2	1.8	1.8	2.2	2.6	2.6

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

COURSE CODE BBA304	COURSE NAME Management Information System (MIS)	SEMESTER III
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
30	0	0	30	2	0	0	2

Course Pre-requisites	Basic understanding of business operations and management. Familiarity with basic concepts of information technology and systems.
Course Category	Compulsory
Course focus	<ul style="list-style-type: none"> • 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)	<ul style="list-style-type: none"> • 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.

	<ul style="list-style-type: none"> 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.
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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.	<p>Textbook: (Latest Editions):</p> <ul style="list-style-type: none"> • 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.	<p>Reference Books:</p> <ul style="list-style-type: none"> • 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

	<p>James P. Lewis</p> <ul style="list-style-type: none"> E-Commerce 2020: Business, Technology, Society by Kenneth C. Laudon & Carol Guercio Traver
63.	<p>Journals & Periodicals:</p> <ul style="list-style-type: none"> 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.	<p>Other Electronic Resources:</p> <ul style="list-style-type: none"> 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

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

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	2	1	1	1	2	2
CO2	3	2	2	2	1	2	2	2
CO3	3	2	2	2	2	2	3	3
CO4	3	3	2	2	2	3	3	3
CO5	3	3	2	2	3	3	3	3
Avg.	3	2.2	2	1.8	1.8	2.2	2.6	2.6

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

COURSE CODE AECC301	COURSE NAME Entrepreneurship Development	SEMESTER III
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
30	0	0	30	2	0	0	2

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)	<ul style="list-style-type: none"> • 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
<p>UNIT 1: Entrepreneurship</p> <p>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.</p>	20%	06
<p>UNIT 2: Starting the venture</p> <p>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;</p>	20%	06
<p>UNIT 3: Feasibility Study (Non-financial Aspects)</p> <p>Market feasibility, technical feasibility, operational feasibility, Legal feasibility, Human Resource Feasibility, Supply Feasibility.</p>	20%	06
<p>UNIT 4: Feasibility Study (Financial Aspects)</p> <p>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.</p>	20%	06
<p>UNIT 5: Detailed Project Report & Business Plan</p> <p>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)</p>	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: <ol style="list-style-type: none"> 1. Entrepreneurship, BraceR. And R., Duane Ireland, Pearson Prentice Hall, New Jersey (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: <ol style="list-style-type: none"> 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

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

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	2	1	1	1	2	2
CO2	3	2	2	2	1	2	2	2
CO3	3	2	2	2	2	2	3	3
CO4	3	3	2	2	2	3	3	3
CO5	3	3	2	2	3	3	3	3
Avg.	3	2.2	2	1.8	1.8	2.2	2.6	2.6

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

COURSE CODE BBAAI301	COURSE NAME Introduction & Foundation for Machine Learning	SEMESTER III
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit

Course Pre-requisites	
Course Category	
Course focus	
Rationale	
Course Revision/ Approval Date:	

Course Objectives
(As per Blooms' Taxonomy)

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Course Content	Weightage	Contact hours
<p>Unit 1: Introduction to Machine Learning: Meaning, definition, and scope of Machine Learning, Difference between AI, ML, and Data Science, Types of Machine Learning: Supervised Learning, Unsupervised Learning, Reinforcement Learning.</p> <p>Machine Learning workflow, Applications of ML in business (marketing, finance, HR, operations).</p>		
<p>Unit 2: Data Preprocessing & Foundations: Role of data in Machine Learning, Types of data (structured, unstructured), Data collection and cleaning, Data preprocessing techniques: Handling missing values, Feature selection and scaling.</p> <p>Introduction to exploratory data analysis (EDA), Basics of data visualization.</p>		
<p>Unit 3: Machine Learning Algorithms (Basic Concepts): Supervised Learning: Regression (Linear Regression – basic idea), Classification (Decision Trees, KNN – overview).</p> <p>Unsupervised Learning: Clustering (K-means – basic idea).</p> <p>Introduction to Neural Networks (concept only), Model training and prediction.</p>		
<p>Unit 4: Model Evaluation, Applications & Ethics: Model evaluation basics: Accuracy, precision, recall (conceptual).</p> <p>Overfitting and underfitting (basic idea), Introduction to predictive analytics, ML tools overview: Excel, Python/R (conceptual exposure).</p> <p>Applications of ML in business: Customer segmentation, Recommendation systems, Fraud detection.</p> <p>Ethical issues in ML: Bias, privacy, transparency.</p>		

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
CO2:	Understand
CO3:	Apply
CO4:	Analyze
CO5:	Evaluate

Learning Resources	
1.	<p>Reference Books:</p> <ul style="list-style-type: none"> • Tom M. Mitchell, Machine Learning. • Ethem Alpaydin, Introduction to Machine Learning. • Stuart Russell & Peter Norvig, Artificial Intelligence: A Modern Approach. • Christopher Bishop, Pattern Recognition and Machine Learning
2.	<p>Journals & Periodicals:</p> <ul style="list-style-type: none"> • Journal of Machine Learning Research (JMLR) • IEEE Transactions on Neural Networks and Learning Systems • Artificial Intelligence Journal (Elsevier)
3.	<p>Other Electronic Resources:</p> <ul style="list-style-type: none"> • NPTEL – Machine Learning Courses • MIT OpenCourseWare – Machine Learning • Coursera / edX – ML Foundations • Kaggle – datasets & ML practice • 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

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

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	0	1	0	1	2
CO2	3	1	1	0	1	0	1	2
CO3	3	2	2	1	1	1	2	3
CO4	3	3	2	1	2	2	3	3
CO5	3	3	2	1	2	2	3	3
Avg.	3	2	1.6	0.6	1.4	1	2	2

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

SEMESTER IV

SYLLABUS

COURSE CODE BBA401	COURSE NAME Operations Management	SEMESTER IV
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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)	<ul style="list-style-type: none"> • 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.

	<ul style="list-style-type: none"> • 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.
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Course Content	Weightage	Contact hours
<p>Unit 1: Introduction to Operations Management</p> <p>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.</p>	25%	15
<p>Unit 2: Process Design and Analysis</p> <p>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.</p>	25%	15
<p>Unit 3: Quality Management</p> <p>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</p>	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.		
<p>Unit 4: Emerging Trends in Operations Management</p> <p>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.</p>	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	
●	<p>Textbook:</p> <ul style="list-style-type: none"> ● 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
●	<p>Reference Books:</p> <ul style="list-style-type: none"> ● 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
●	<p>Journals & Periodicals:</p> <ul style="list-style-type: none"> ● <i>International Journal of Operations & Production Management</i> ● <i>Journal of Operations Management</i> ● <i>Production and Inventory Management Journal</i> ● <i>Harvard Business Review – Operations Section</i> ● <i>Journal of Supply Chain Management</i>
●	<p>Other Electronic Resources:</p> <ul style="list-style-type: none"> ● YouTube Channels: MIT Sloan Management, Harvard i-lab ● Websites: <ul style="list-style-type: none"> https://www.supplychaindigital.com https://www.apics.org

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

Mapping of PSOs & Cos

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

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	2	2	1	1	1	1
CO2	2	3	2	2	2	1	1	1
CO3	2	2	3	2	2	1	1	1
CO4	2	2	2	3	2	2	1	1
CO5	2	2	2	2	3	2	1	1
Avg.	2.2	2.4	2.2	2.2	2.0	1.4	1	1

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

COURSE CODE BBA402	COURSE NAME Financial Management	SEMESTER IV
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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	<ul style="list-style-type: none"> 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)	<ul style="list-style-type: none"> • 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.
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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

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

	<ul style="list-style-type: none"> • The Economist (Finance & Business) • Indian Journal of Finance • Journal of Financial Economics
•	Other Electronic Resources: <ul style="list-style-type: none"> • Investopedia: Financial Analysis and Planning Tools • NSE India: Financial literacy resources

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

Mapping of PSOs & Cos

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

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	2	2	1	1	1	1
CO2	2	3	2	2	2	1	1	1
CO3	2	2	3	2	2	1	1	1
CO4	2	2	2	3	2	2	1	1
CO5	2	2	2	2	3	2	1	1
Avg.	2.2	2.4	2.2	2.2	2.0	1.4	1	1

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

COURSE CODE BBA403	COURSE NAME Business Research Methodology	SEMESTER IV
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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 Entrepreneurship
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)	<ul style="list-style-type: none"> • 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.
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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.		
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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

●	<p>Textbook:</p> <ol style="list-style-type: none"> 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.
	<p>Reference Books:</p> <ul style="list-style-type: none"> ● Business Research Methods by Donald R. Cooper and Pamela S. Schindler

	<ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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	<table border="1"> <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>		Class Participation	10 marks	Quiz	5 marks	Case Study/ Research Paper	15 marks	Presentation on Current Trends	10 marks
Class Participation	10 marks									
Quiz	5 marks									
Case Study/ Research Paper	15 marks									
Presentation on Current Trends	10 marks									

Mapping of PSOs & Cos

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

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	2	2	1	1	1	1
CO2	2	3	2	2	2	1	1	1
CO3	2	2	3	2	2	1	1	1
CO4	2	2	2	3	2	2	1	1
CO5	2	2	2	2	3	2	1	1
Avg.	2.2	2.4	2.2	2.2	2.0	1.4	1	1

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

COURSE CODE BBA404	COURSE NAME International Business	SEMESTER IV
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
30	0	0	30	2	0	0	2

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 Entrepreneurship
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)	<ul style="list-style-type: none"> Define key concepts related to international business, including international trade theories, FDI, and economic integration.

	<ul style="list-style-type: none"> • 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.
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Course Content	Weightage	Contact hours
<p>Unit 1: Introduction to International Business</p> <p>Introduction to International Business Stages of Internationalization – EPRG Framework - International Trade Theories: Theories of International Trade Mercantilists, Absolute Cost and Comparative Advantage, Factor Proportions, Neo-factor Proportions Theories, Country Similarity Theory, Intra-industry Trade, Tariff and Non-Tariff Barriers in Global Businesses</p>	25%	7
<p>Unit 2: Introduction of Foreign Direct Investment:</p> <p>Introduction Foreign Direct Investment in the World Economy, Trends in FDI Theories of Foreign Direct Investment, Greenfield and Brownfield FDI, Benefits and Costs of FDI, International Institutions and the Liberalization of FDI, CAGE Model.</p>	25%	8
<p>Unit 3: Economic Integration</p> <p>International Entrepreneurship and Born Global Firms, Ethical Considerations - CSR Frameworks and Approaches and ethical considerations, ESG investing and reporting standards, corporate responses to climate change and social justice issues Implications of Brexit on international business laws, the rise of digital platforms, and e-commerce. Re-shoring and Nearshoring Trend, Impact of pandemic on International Business.</p>	25%	7

<p>Unit 4: Data Analysis and Interpretation</p> <p>Topics include sampling methods, data preparation (editing and coding), and hypothesis testing using parametric and non-parametric tests. This unit also discusses the tools and techniques for data visualization like charts, tables, and box plots.</p>	<p>25%</p>	<p>8</p>
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<p>Instructional Method and Pedagogy: (Max. 100 words)</p>
<p>The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.</p>

Course Outcomes:	Blooms' Taxonomy Domain
<p>After successful completion of the above course, students will be able to:</p>	
<p>CO1: Recall and explain the evolution, scope, and drivers of international business.</p>	<p>Remember</p>
<p>CO2: Understand various forms of economic integration and trade theories.</p>	<p>Understand</p>
<p>CO3: Apply international business strategies to real-world business decisions.</p>	<p>Apply</p>
<p>CO4: Analyze global trade environments and evaluate the impact of political, economic, and cultural factors.</p>	<p>Analyze</p>
<p>CO5: Evaluate current trends and propose solutions to global business challenges.</p>	<p>Evaluate</p>

Learning Resources	
<p>●</p>	<p>Textbook:</p> <ul style="list-style-type: none"> ● 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

	<ul style="list-style-type: none"> • Rakesh, M. J. International Business, New Delhi, Oxford University Press. • Aswathappa, A. . International Business, 2e. Tata McGraw-Hill Education
	<p>Reference Books:</p> <ul style="list-style-type: none"> • 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).
<ul style="list-style-type: none"> • 	<p>Journals & Periodicals:</p> <ul style="list-style-type: none"> • Journal of International Business Studies • Harvard Business Review (Global Business section) • International Business Review • The Economist • Foreign Affairs (Trade and Economy section)
<ul style="list-style-type: none"> • 	<p>Other Electronic Resources:</p> <ul style="list-style-type: none"> • SAGE Research Methods (Online Database) • Khan Academy: Statistics and Probability Modules

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

Mapping of PSOs & Cos

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

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	2	2	1	1	1	1
CO2	2	3	2	2	2	1	1	1
CO3	2	2	3	2	2	1	1	1
CO4	2	2	2	3	2	2	1	1
CO5	2	2	2	2	3	2	1	1
Avg.	2.2	2.4	2.2	2.2	2.0	1.4	1	1

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

COURSE CODE AECC401	COURSE NAME Environmental Studies	SEMESTER IV
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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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<p>Environmental issues such as climate change, resource depletion, and pollution are major global concerns. This course is designed to:</p> <ul style="list-style-type: none"> • 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.	<p>Textbook:</p> <ol style="list-style-type: none"> 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.	<p>Reference Books:</p> <ol style="list-style-type: none"> 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.	<p>1.Environmental Pollutants and Bioavailability</p> <p>2. Clean Air Journal</p> <p>3. Emerging Contaminants</p> <p>4. Environment: Science and Policy for Sustainable Development</p> <p>5. Annual Review of Environment and Resources</p> <p>6. Renewable Energy</p> <p>7. Renewable & Sustainable Energy Reviews</p> <p>8. Environmental Health</p> <p>9. Environment International</p> <p>10. International Journal of Environmental Research and Public Health</p> <p>11. Journal of Natural Resources Policy Research</p> <p>12. Journal of Nature Conservation</p> <p>13. Biological Conservation</p> <p>14. Nature Conservation</p> <p>15. Conservation Biology</p> <p>16. Natural Resources Research</p>
4.	<p>Other Electronic Resources:</p> <p>1. Harvard Business Review Provides insights and best practices on various business topics, including entrepreneurship. https://hbr.org/</p> <p>2. Economic and Political Weekly (EPW) Covers a wide range of topics, including economic policies affecting entrepreneurship in India. https://www.epw.in/</p> <p>3. Business Today (India) Focuses on the latest developments in the Indian business landscape. https://www.businesstoday.in/</p>

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

Mapping of PSOs & Cos

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

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	2	2	1	1	1	1
CO2	2	3	2	2	2	1	1	1
CO3	2	2	3	2	2	1	1	1
CO4	2	2	2	3	2	2	1	1
CO5	2	2	2	2	3	2	1	1
Avg.	2.2	2.4	2.2	2.2	2.0	1.4	1	1

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

COURSE CODE BBAAI 401	COURSE NAME AI Applications in Business	SEMESTER IV
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit

Course Pre-requisites	
Course Category	
Course focus	
Rationale	
Course Revision/ Approval Date:	

Course Objectives
(As per Blooms' Taxonomy)

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Course Content	Weightage	Contact hours
<p>Unit 1: Overview of Artificial Intelligence in Business: Introduction to Artificial Intelligence, Evolution and importance of AI in business AI technologies: Machine Learning, Natural Language Processing (NLP), Robotics & Automation. AI vs traditional business processes, Role of data in AI systems</p>		
<p>Unit 2: AI Applications in Business Functions: AI in Marketing: Customer segmentation, Recommendation systems. AI in Finance: Fraud detection, Risk analysis. AI in Human Resource Management: Recruitment automation, Employee analytics. AI in Operations & Supply Chain: Demand forecasting, Inventory management</p>		
<p>Unit 3: AI Tools, Technologies & Business Analytics: Overview of AI tools and platforms, Big Data and AI integration, Predictive analytics and business intelligence, Introduction to dashboards and visualization, AI-based decision support systems</p>		
<p>Unit 4: Artificial Intelligence Trailblazers – Cases from Big Companies: • Alibaba: Using Artificial Intelligence to Power the Retail And Business-To-Business Services Of The Future • Netflix: Using Artificial Intelligence to Give Us A Better TV Experience • Elsevier: Using Artificial Intelligence to Improve Medical Decisions And Scientific Research • Alphabet and Google: Maximizing the Potential Of Artificial Intelligence • BMW: Using Artificial Intelligence to Build And Drive The Cars Of Tomorrow</p>		

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
CO2:	Understand
CO3:	Apply
CO4:	Analyze
CO5:	Evaluate

Learning Resources	
1.	<p>Reference Books:</p> <ul style="list-style-type: none"> • Bernard Marr, Artificial Intelligence in Practice. • Thomas H. Davenport, AI Advantage: How to Put the Artificial Intelligence Revolution to Work • Stuart Russell & Peter Norvig, Artificial Intelligence: A Modern Approach.
2.	<p>Journals & Periodicals:</p> <ul style="list-style-type: none"> • Journal of Business Analytics • IEEE Transactions on Neural Networks and Learning Systems • Artificial Intelligence Journal (Elsevier)
3.	<p>Other Electronic Resources:</p> <ul style="list-style-type: none"> • NPTEL – AI for Business Courses • Coursera / edX – AI in Business (Wharton, MIT) • Kaggle – Business datasets • Google AI / Microsoft AI Learning platforms • Government Data Portals (data.gov.in)

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

Mapping of PSOs & COs

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

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	0	1	0	1	2
CO2	3	1	1	0	1	0	1	2
CO3	3	2	2	1	1	1	2	3
CO4	3	3	2	1	2	2	3	3
CO5	3	3	2	1	2	2	3	3
Avg.	3	2	1.6	0.6	1.4	1	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
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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 Entrepreneurship
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)	<p>CO1: Remembering: Define key concepts related to strategic management, including strategy, corporate governance, and social responsibility.</p> <p>CO2: Understanding: Explain the strategic management process and different levels of strategy in an organization.</p> <p>CO3: Applying: Apply industry analysis tools such as SWOT, BCG Matrix, and value chain analysis to assess strategic capabilities.</p> <p>CO4: Analyzing: Analyze internal and external environments to forecast industry trends and formulate strategies.</p> <p>CO5: Evaluating: Evaluate the effectiveness of different corporate strategies including diversification, growth, and mergers & acquisitions.</p>

Course Revision/ Approval	
Date:	

Course Content	Weightage	Contact hours
<p>Unit 1: Introduction to Strategy</p> <p>The objectives of this topic is to understand concept of "strategy", and discuss the most common elements of strategy; the topic also undertakes the evolution of strategic management thinking over the decades; the topic covers the importance of strategic thinking and gives insight into how the firms build and sustain competitive advantage. Strategy – concept, relevance, role and benefits; Importance of Strategic Management; Strategic Management Process, Levels of Strategy; Approaches to Strategic Decision Making; Strategic Intent – Vision, Mission, Goals and Objectives; Strategy and Corporate Governance, Social Responsibility and Ethics in Strategic Management</p>	25%	15
<p>Unit 2: Strategic Analysis</p> <p>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.</p> <p>Environmental appraisal- Scanning the Environment ,Technological, Social, Cultural, Demographic, Political, Legal; Evaluating Company’s External Environment: Components of External Environment; Analysis of the general environment; Nature, Characteristics, Types and Approaches of External environment, Key External Forces, Industry Analysis – Analysis of the competitive environment ; Analysis of the Internal environment: Strategic capability, Nature, Characteristics, Types and Approaches to internal environment; Value chain analysis , Experience Curve, SWOT analysis, BCG Matrix, GE- Cell Matrix.</p>	25%	15
<p>Unit 3: Strategy Formulation</p> <p>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,</p>	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: <ul style="list-style-type: none"> • Thomas L Wheelen, J David Hunger, Alan N Hoffman, Charles E Bamford
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	<p>and Purva Kansal . Concepts in Strategic Management and Business Policy: Globalization, Innovation and Sustainability, 15th Edition, Pearson.</p> <ul style="list-style-type: none"> • Frank T Rothaermel . Strategic Management – 5th Edition (Indian), McGraw Hill.
	<p>Reference Books:</p> <ul style="list-style-type: none"> • 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
•	<p>Journals & Periodicals:</p> <ul style="list-style-type: none"> • Strategic Management Journal • Harvard Business Review (Strategy Section) • California Management Review • MIT Sloan Management Review • Journal of Business Strategy
•	<p>Other Electronic Resources:</p> <ul style="list-style-type: none"> • SAGE Research Methods (Online Database) • Khan Academy: Statistics and Probability Modules

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

Mapping of PSOs & Cos

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

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	2	2	1	1	1	1
CO2	2	3	2	2	2	1	1	1
CO3	2	2	3	2	2	1	1	1
CO4	2	2	2	3	2	2	1	1
CO5	2	2	2	2	3	2	1	1
Avg.	2.5	1.6	1.2	1.2	1.2	1	1	1

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

COURSE CODE				COURSE NAME	SEMESTER			
BBA405				HR Analytics	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 (6 th 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
<p><u>Unit 1 Introduction to People Analytics</u> 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</p>	20%	15
<p><u>Unit: 2 Descriptive Analytics</u> 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</p>	20%	15
<p><u>Unit 3 – Predictive Analytics</u> 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</p>	20%	15
<p><u>Unit: 4 Prescriptive Analytics</u> 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</p>	20%	15

<p>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</p> <p>Project 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</p>		
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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
<p>After successful completion of the above course, students will be able to:</p> <p>CO1: Understand the fundamentals of HR analytics: Students will comprehend HR analytics principles and project design. (Knowledge/Comprehension)</p> <p>CO2: Apply descriptive analytics techniques: Students will analyze HR data, clean data, and develop customized metrics. (Application/Analysis)</p> <p>CO3: Utilize predictive analytics tools: Students will make predictions, select models, and interpret results for future meetings. (Analysis/Evaluation)</p> <p>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)</p> <p>CO5: Demonstrate optimization through prescriptive analytics: Students will optimize HR solutions, influence stakeholders,</p>	<p>CO1: Knowledge/Comprehension CO2: Application/Analysis CO3: Analysis/Evaluation CO4: Evaluation/Synthesis CO5: Evaluation/Synthesis</p>



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

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	0	0	0	0	0	0	0
CO2	0	3		0	0	0	0	0
CO3	0		3	0	0	0	0	0
CO4	0	0	0	3	0	0	0	0
CO5	0	0	0	0	0	3	0	0

Mapping of PSOs & COs

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

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

COURSE CODE AECC601	COURSE NAME Indian Constitution	SEMESTER V
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
30	0	0	30	2	0	0	2

Course Pre-requisites	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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)	<p>CO1: To Understand the historical evolution, significance, and key features of the Indian Constitution.</p> <p>CO2: To Identify and explain the roles and responsibilities of the fundamental organs of the government—Legislature, Executive, and Judiciary.</p> <p>CO3: Analyze the principles of federalism, separation of powers, and constitutional provisions related to fundamental rights and duties.</p> <p>CO4: Evaluate the functioning of constitutional bodies and the impact of constitutional amendments on Indian democracy.</p> <p>CO5: Apply constitutional principles to contemporary legal, political, and social issues to promote responsible citizenship and democratic values.</p>
Course Revision/ Approval Date:	

Course Content	Weightage	Contact hours
<p>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</p>	20%	7
<p>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.</p>	30%	8
<p>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.</p>	20%	7
Unit 4 Constitutional battles that shaped the economy	30%	8

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

Course Outcomes:	Blooms’ Taxonomy Domain
<p>After successful completion of the above course, students will be able to:</p>	
<p>Recall key articles of the Constitution related to economic and business rights (e.g., Articles 19, 280, 301-307).</p> <p>List significant case studies influencing the economic interpretation of the Constitution.</p>	<p>Remember</p>
<p>Explain the historical evolution of the Indian Constitution as an economic document.</p> <p>Describe the principles of fiscal federalism and their implementation challenges.</p>	<p>Understand</p>
<p>Apply constitutional principles to analyze current business regulations and economic policies. Relate historical judgments to contemporary economic scenarios.</p>	<p>Apply</p>
<p>Examine the overlap between constitutional law and economic justice through case studies.</p> <p>Critically analyze the balance between fundamental rights and reasonable restrictions.</p>	<p>Analyze</p>
<p>Assess the impact of constitutional amendments and judgments on India’s economic landscape.</p>	<p>Evaluate</p>

Judge the effectiveness of fiscal policies within the framework of fiscal federalism.	
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Learning Resources	
4.	<p>Textbook:</p> <p>5. The Oxford Handbook of the Indian Constitution, Oxford university press. Cases</p> <p>6. Rustom Cavasjee Cooper v. Union of India, (1970) 1 SCC 248</p>
	<p>Reference Books:</p> <p>Chintamanrao v. The State of Madhya Pradesh, AIR 1951 SC 118 (scope of reasonable restrictions in relation to trade and occupation)</p> <ul style="list-style-type: none"> ● 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.	<p>Journals & Periodicals:</p> <ul style="list-style-type: none"> ● 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.	<p>Other Electronic Resources:</p> <p>Websites of the Supreme Court of India and High Courts (for judgments and case laws). National Informatics Centre (NIC) - <i>Online Constitution Repository</i>. Blogs: <i>Indian Constitutional Law and Philosophy</i> and <i>SpicyIP</i>.</p>

Online courses and resources from platforms like Coursera, edX, and SWAYAM.

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

Mapping of PSOs & Cos

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

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	2	2	1	1	1	1
CO2	2	3	2	2	2	1	1	1
CO3	2	2	3	2	2	1	1	1
CO4	2	2	2	3	2	2	1	1
CO5	2	2	2	2	3	2	1	1
Avg.	2.5	1.6	1.2	1.2	1.2	1	1	1

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

COURSE CODE BBAAI 501	COURSE NAME Business Intelligence Systems	SEMESTER V
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit

Course Pre-requisites	
Course Category	
Course focus	
Rationale	
Course Revision/ Approval Date:	

Course Objectives
(As per Blooms' Taxonomy)

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Course Content	Weightage	Contact hours
<p>Unit 1: Introduction to Business Intelligence & Analytics: Meaning and scope of Business Intelligence, Evolution of BI and analytics in business, BI vs Business Analytics vs Data Science, Role of BI in organizations. Components of BI systems: Data sources, Data integration, Reporting tools. Decision Support Systems (DSS)</p>		
<p>Unit 2: Data Management & Data Warehousing: Types of business data (structured/unstructured), Data collection and preprocessing. Data warehousing concepts: Data warehouse architecture, ETL (Extract, Transform, Load). OLTP vs OLAP systems.</p>		
<p>Unit 3: Data Analytics, Visualization & BI Tools: Introduction to data analytics, Descriptive and predictive analytics. Data visualization techniques: Charts, dashboards, KPI reporting. BI tools overview: Power BI / Tableau (conceptual), Excel analytics. Business dashboards and reporting systems</p>		
<p>Unit 4: Applications of BI & Strategic Decision Making: BI applications in business: Marketing analytics, Financial analytics, Operations & supply chain analytics. Predictive analytics in business decisions, Case studies of BI-driven companies, Challenges in BI implementation.</p>		

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

CO2:	Understand
CO3:	Apply
CO4:	Analyze
CO5:	Evaluate

Learning Resources	
1.	<p>Reference Books:</p> <ul style="list-style-type: none"> • Efraim Turban, Ramesh Sharda, Decision Support and Business Intelligence Systems • Carlo Verellis, Business Intelligence: Data Mining and Optimization • David Loshin, Business Intelligence: The Savvy Manager's Guide
2.	<p>Journals & Periodicals:</p> <ul style="list-style-type: none"> • Journal of Business Analytics • Decision Support Systems (Elsevier) • IEEE Transactions on Knowledge and Data Engineering
3.	<p>Other Electronic Resources:</p> <ul style="list-style-type: none"> • BMU Learning Resources & Course Materials • NPTEL – Business Intelligence / Data Analytics • Microsoft Learn – Power BI • Tableau Public (Visualization platform) • Kaggle (Datasets & analytics practice) • Government Open Data Portal (data.gov.in)

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

Mapping of PSOs & COs

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

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	0	1	0	1	2
CO2	3	1	1	0	1	0	1	2
CO3	3	2	2	1	1	1	2	3
CO4	3	3	2	1	2	2	3	3
CO5	3	3	2	1	2	2	3	3
Avg.	3	2	1.6	0.6	1.4	1	2	2

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

COURSE CODE BBAAI 502	COURSE NAME Data Analysis for Business Decision-Making	SEMESTER V
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
60	0	0	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:	13 th BoS
Course Objectives (As per Blooms' Taxonomy)	<p>CO1: To understand the role of data in managerial decision-making and the fundamentals of business analytics. (<i>Understanding</i>)</p> <p>CO2: To explain concepts of data collection, measurement scales, sampling techniques, and data preparation methods. (<i>Understanding</i>)</p> <p>CO3: To apply descriptive and diagnostic analytical techniques for summarizing and exploring business data. (<i>Applying</i>)</p> <p>CO4: To analyze data using statistical methods such as correlation, regression, and hypothesis testing for business decision-making. (<i>Analyzing</i>)</p> <p>CO5: To apply and interpret data analysis using SPSS and evaluate results to support managerial decisions. (<i>Applying & Evaluating</i>)</p>

Course Content (Theory)	Weightage	Contact hours
<p>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.</p>	20%	15
<p>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</p>	20%	15
<p>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.</p>	20%	15
<p>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.</p>	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
<p>CO1: Explain the role of data in managerial decision-making and describe key decision-making frameworks and analytics lifecycle.</p> <p>CO2: Apply appropriate data collection methods, measurement scales, sampling techniques, and data preparation procedures to organize business data.</p> <p>CO3: Analyze data using descriptive and diagnostic techniques, including EDA, visualization, and association analysis, to identify patterns and insights.</p> <p>CO4: Evaluate statistical results obtained through methods such as correlation, regression, and hypothesis testing to support decision-making under uncertainty.</p> <p>CO5: Apply and interpret data analysis using SPSS to generate reports and develop data-driven business insights through practical application.</p>	<p>CO1: Understanding</p> <p>CO2: Applying</p> <p>CO3: Applying</p> <p>CO4: Remembering</p> <p>CO5: Analysing</p>

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

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	0	0	0	0	0	0	0
CO2	0	2	0	0	0	0	2	0
CO3	0	2	2	0	2	0	0	0
CO4	0	0	0	2	0	0	0	0
CO5	0	0	0	0	2	0	0	0

PROGRAMME OUTCOMES	
	By the end of the Programme, the Graduate will be
PO1	Business Environment and Domain Knowledge
PO2	Critical thinking, Business Analysis, Problem Solving, and Innovative Solutions
PO3	Business Communication
PO4	Global Exposure and Cross-Cultural Understanding
PO5	Social Responsiveness and Ethics
PO6	Environmental & Sustainability
PO7	Leadership and Teamwork
PO8	Lifelong learner

Mapping of PSOs & COs

	PSO 1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	0	0	0

CO2	0	2	0	0	0
CO3	0	0	3	0	0
CO4	0	0	0	0	0
CO5	0	0	0	0	0

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

	PROGRAMME SPECIFIC OUTCOMES
POS1	To prepare graduates who will be industrial ready, futuristic approach, encouraging student-centric culture.
POS2	To prepare graduates who will be proficient in business communication and the use of contemporary technologies with academic excellence and pedagogical innovations.
POS3	To prepare graduates with managerial competencies that act as a foundation for their successful professional and personal development.
POS4	To prepare graduates with comprehensive exposure to basic business situations and encourage them to pursue life-long learning to fulfill their goals.

SEMESTER VI

SYLLABUS

COURSE CODE BBAFM602	COURSE NAME Financial Analytics	SEMESTER VI
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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	<ul style="list-style-type: none"> 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, Employability and Entrepreneurship
Rationale	<p>Financial decision-making increasingly relies on data-driven insights. This course equips students with the ability to:</p> <ul style="list-style-type: none"> 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)	<ul style="list-style-type: none"> 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
<p>UNIT 1: Summarizing and Analyzing Financial Data</p> <p>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.</p>	25%	15
<p>UNIT 2: Financial Data Analysis and Modeling</p> <p>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.</p>	25%	15
<p>UNIT 3: Time Series Analysis and Forecasting</p> <p>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.</p>	25%	15
<p>UNIT 4: Advanced Time Series Models and Forecasting Techniques</p> <p>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</p>	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.	<p>Textbook:</p> <ol style="list-style-type: none"> 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.	<p>Reference Books:</p> <ol style="list-style-type: none"> 1. Damodar Gujarati & Dawn Porter, Sangeetha Gunasekar, “Basic Econometrics”, 5th Edition McGraw Hill Education (India) Private Limited. 2. Peter Kennedy, “A Guide to Econometrics”, 6th Edition -Wiley. 3. Analysis of Economic Data, Gary Koop, (4th Edition), Wiley. 4. Time Series Analysis and Its Applications: With R Examples" by Robert H. Shumway,

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

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

Mapping of PSOs & COs

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

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

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	3	3	1	2	2	2	2	3
CO 2	2	3	2	1	1	1	2	3
CO 3	2	3	3	3	3	1	3	3
CO 4	3	3	1	2	3	3	2	3
Average Mapping Score	2.50	3.00	1.75	2.00	2.25	1.75	2.25	3.00

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

COURSE CODE BBAMM602	COURSE NAME Digital Marketing	SEMESTER VI
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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	<ul style="list-style-type: none"> • Basic understanding of Marketing Principles • Familiarity with Internet and Computer Usage
Course Category	Elective / Specialization Course
Course focus	Skills, Employability and Entrepreneurship
Rationale	<p>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:</p> <ul style="list-style-type: none"> • 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 <p>It enhances employability and entrepreneurial capabilities in a tech-driven business landscape.</p>
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	<ul style="list-style-type: none"> • 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.

	<ul style="list-style-type: none"> Applying skills and capabilities to address DM problems in the real world.
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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.	<p>Textbook:</p> <ol style="list-style-type: none"> 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.
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98.	<p>Reference Books:</p> <ol style="list-style-type: none"> 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.	<p>Journals & Periodicals:</p> <ul style="list-style-type: none"> • Journal of Interactive Marketing • Publisher: Elsevier • 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.	<p>Other Electronic Resources:</p> <p>Electronic Commerce Research and Applications by Elsevier</p>

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

Mapping of PSOs & COs

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

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

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	3	3	1	2	2	2	2	3
CO 2	2	3	2	1	1	1	2	3
CO 3	2	3	3	3	3	1	3	3
CO 4	3	3	1	2	3	3	2	3
Average Mapping Score	2.50	3.00	1.75	2.00	2.25	1.75	2.25	3.00

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	<p>To successfully engage with this course, students should have:</p> <ul style="list-style-type: none"> • 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

<p>Rationale</p>	<p>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:</p> <ul style="list-style-type: none"> • 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.
<p>Course Revision/ Approval Date:</p>	
<p>Course Objectives (As per Blooms' Taxonomy)</p>	<ul style="list-style-type: none"> • 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. <p>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</p>

	governance problems in these failures.
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Course Content	Weightage	Contact hours
<p>UNIT 1: Conceptual Framework of Corporate Governance</p> <p>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.</p>	25	7
<p>UNIT 2: Corporate Governance and Role of Stakeholders</p> <p>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</p>	25	8
<p>UNIT 3: Global Corporate Failures and International Codes</p> <p>Maxwell (UK), Enron (USA); Sir Adrian Cadbury Committee Report 1992, SOX Act 2002, OECD Principles of Corporate Governance.</p>	25	7
<p>UNIT 4: Corporate Governance Regulatory Framework in India and Corporate Failures in India.</p> <p>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.</p>	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.	<p>Textbook:</p> <ul style="list-style-type: none"> • 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.	<p>Reference Books:</p> <ul style="list-style-type: none"> • 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.	<p>Journals & Periodicals:</p> <ul style="list-style-type: none"> • 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

	<p>India.</p> <p>https://www.business-standard.com</p> <p>The Chartered Secretary (ICSI Journal)</p> <p>Published by: Institute of Company Secretaries of India (ICSI)</p>
112.	<p>Other Electronic Resources:</p> <ul style="list-style-type: none"> • https://www.sebi.gov.in • https://www.oecd.org/corporate/

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

Mapping of PSOs & COs

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

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

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	3	3	1	2	2	2	2	3
CO 2	2	3	2	1	1	1	2	3
CO 3	2	3	3	3	3	1	3	3
CO 4	3	3	1	2	3	3	2	3
Average Mapping Score	2.50	3.00	1.75	2.00	2.25	1.75	2.25	3.00

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

COURSE CODE AECC501	COURSE NAME Disaster and Risk Management	SEMESTER VI
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
30	0	0	30	2	0	0	2

Course Pre-requisites	<p>Basic understanding of geography and environmental science</p> <p>General awareness of natural and man-made hazards</p> <p>Ability to read and interpret maps, data, and simple risk indicators</p>
Course Category	Core Course
Course focus	Skills, Employability and Entrepreneurship
Rationale	<p>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.</p>
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	<ul style="list-style-type: none"> • 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.

	<ul style="list-style-type: none"> • 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.
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Course Content	Weightage	Contact hours
<p>Unit 1: Theory: Introduction to Disasters-</p> <p>Understanding the Concepts and Definitions of Disaster, Hazard, Vulnerability Risk, Capacity – Disaster and Development, and Disaster Management</p> <p>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.</p>	25	08
<p>Unit 2: Theory:</p> <p>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.</p>	25	07
<p>Unit 3: Disaster Management in India</p> <p>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</p>	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.	<p>Reference Books:</p> <ol style="list-style-type: none"> 1. Goyal, S.L., Encyclopedia of Disaster Management (Vols. 1-3), Deep & Deep, 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.	<p>Other Electronic Resources:</p> <p>National Disaster Management Authority (NDMA), India</p> <ul style="list-style-type: none"> • Website: https://ndma.gov.in <p>United Nations Office for Disaster Risk Reduction (UNDRR)</p> <ul style="list-style-type: none"> • Website: https://www.undrr.org <p>Federal Emergency Management Agency (FEMA), USA</p> <ul style="list-style-type: none"> • Website: https://www.fema.gov

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

Mapping of PSOs & COs

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

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

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	3	3	1	2	2	2	2	3
CO 2	2	3	2	1	1	1	2	3
CO 3	2	3	3	3	3	1	3	3
CO 4	3	3	1	2	3	3	2	3
Average Mapping Score	2.50	3.00	1.75	2.00	2.25	1.75	2.25	3.00

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

COURSE CODE BBAAI 601	COURSE NAME Strategic AI Implementation in Business	SEMESTER VI
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit

Course Pre-requisites	
Course Category	
Course focus	
Rationale	
Course Revision/ Approval Date:	

Course Objectives
(As per Blooms' Taxonomy)

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Course Content	Weightage	Contact hours
Unit 1: Strategic Role of AI in Business: AI as a strategic business tool, Digital transformation and AI adoption, AI-driven business models, Competitive advantage using AI, Role of leadership in AI strategy, AI maturity models		
Unit 2: AI Implementation Frameworks & Infrastructure: AI implementation lifecycle: Problem identification, Data preparation, Model development, Deployment. AI project management, Data infrastructure and cloud platforms, Integration of AI with existing business systems, Change management in AI adoption		
Unit 3: AI Applications & Use Cases in Business: AI in Marketing: Personalization and recommendation systems. AI in Finance: Risk analytics and fraud detection AI in Operations: Demand forecasting and automation AI in HR: Talent analytics. Case studies of AI-driven organizations, ROI analysis of AI implementation.		
Unit 4: AI Governance, Ethics & Future Strategy: AI governance frameworks, Ethical issues: Bias and fairness, Data privacy and security. Risk management in AI projects, Regulatory environment for AI. Emerging trends: Generative AI, Human-centric AI. Future of AI-led organizations		

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
CO2:	Understand
CO3:	Apply
CO4:	Analyze
CO5:	Evaluate

Learning Resources

1.	<p>Reference Books:</p> <ul style="list-style-type: none"> • Stuart Russell & Peter Norvig, Artificial Intelligence: A Modern Approach • Ajay Agrawal, Joshua Gans, Avi Goldfarb, Prediction Machines • Bernard Marr, Artificial Intelligence in Practice
2.	<p>Journals & Periodicals:</p> <ul style="list-style-type: none"> • Artificial Intelligence Journal (Elsevier) • Journal of Business Analytics • IEEE Transactions on Artificial Intelligence
3.	<p>Other Electronic Resources:</p> <ul style="list-style-type: none"> • BITS Pilani WILP LMS (course materials & case studies) • NPTEL – AI for Business / Digital Transformation • Coursera / edX – AI Strategy (Wharton, MIT) • 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

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

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	0	1	0	1	2
CO2	3	1	1	0	1	0	1	2
CO3	3	2	2	1	1	1	2	3
CO4	3	3	2	1	2	2	3	3
CO5	3	3	2	1	2	2	3	3
Avg.	3	2	1.6	0.6	1.4	1	2	2

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

SEMESTER-VII

COURSECODE MBA1001	COURSENAME Accounting for Managers	SEMESTER VII
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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:	8 th BOS
Course Objectives (As per Blooms' Taxonomy)	<ol style="list-style-type: none"> 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: <ol style="list-style-type: none"> 1. T. S. Grewal, Introduction of Accounting, Sultan Chand & Co. 2. Maheshwari, S.N. and S. K. Maheshwari: An Introduction to Accountancy, Eighth Edition, Vikas Publishing House 3. Rupam Gupta, Principles of Accounting, Sultan Chand & Co. 4. Hanif and Mukharjee, Modern Accounting, Tata McGraw-Hill 5. Gupta, R.L. and V.K. Gupta; Financial Accounting: Fundamental, Sultan Chand Publishers
3.	Journals & Periodicals: <ol style="list-style-type: none"> 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	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	1	1
CO2	2	2	1	1	1
CO3	1	1	1	1	1
CO4	2	2	2	2	2
CO5	2	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2

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

Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	1	1	1
CO2	2	2	1	1	1	1	1	1
CO3	1	1	1	1	1	1	1	1
CO4	2	2	2	2	2	1	1	1
CO5	2	1	1	1	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2	1	1	1

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

COURSE CODE MBA1002	COURSE NAME Business Environment	SEMESTER VII
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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 Principles of Management or Introduction to Business
Course Category	Compulsory
Course focus	Skill Enhancement
Rationale	Understanding the business environment is crucial for making informed strategic decisions. By analyzing and interpreting the external factors, businesses can identify emerging trends, assess market opportunities and risks, and develop effective strategies to adapt and thrive in a dynamic business landscape.
Course Revision/ Approval Date:	8 th BOS
Course Objectives (As per Blooms' Taxonomy)	<ol style="list-style-type: none"> 1. Understand the importance of scanning environment on continuous basis. 2. Show that there are continuous changes taking place in the environment. 3. Examine the external factors (micro and macro) that can have potential impact on an organization. 4. Learns the impact of business environment on business operations, governance and regulation. 5. Evaluate the changes influencing business decisions.

Course Content	Weightage	Contact hours
<p>Unit 1: Introduction</p> <p>Concepts and Importance of Business Environment, Environmental Analysis- Definition, Uses and Limitation, Process of Environmental Analysis, Types of Environments: Internal Environment, External Environment- Micro, Macro.</p>	15%	9
<p>Unit 2: Economic Environment</p> <p>Nature & structure of Economic Environment, Economic Systems, Economic policies - Privatization, Monetary Policy, Fiscal Policy, Constituents Financial Market, Economic Planning</p>	20%	12
<p>Unit 3: Technological Environment</p> <p>Meaning and Features, Impact of Technology on Society, Economy, Organization, Management of Technology, Transfer of Technology.</p>	15%	9
<p>Unit 4: Legal and Political Environment</p> <p>Three political Institutions-Judiciary, Legislation, Executive, Price and distribution Control: Objectives, Different types of price Controls, Public Distribution System, Competition Policy and law: Nature and Scope, Government policies and distortions to competitions, interface of FDI and competition law, Pre requisites for a competition policy, contours of competition law, Competition Act,2002.</p>	25%	15
<p>Unit 5: Social Environment</p> <p>Concept and significance of Socio-cultural Environment, Social responsibility concept and stake holder approach, For Social Responsibilities models- Ackerman's Model, Carroll's Four Part model, Arguments for and against social responsibility, Limits of Social Responsibility, Business Ethics, Consumerism, Consumer Protection Act: 1986</p>	25%	15

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

Course Outcomes:	Blooms' Taxonomy Domain
After successful completion of the above course, students will be able to:	
CO1: Recall the key concepts and types of business environment and describe the process and importance of environmental analysis.	Remember
CO2: Interpret the structure of the economic environment and explain the implications of various economic systems and policies.	Understand
CO3: Apply understanding of technological trends to evaluate their impact on business operations and management decisions.	Apply
CO4: Analyze the role of political institutions and legal frameworks, including the Competition Act, in shaping the business environment.	Analyze
CO5: Evaluate the relevance of social responsibility, business ethics, and consumer protection in contemporary business practices.	Evaluate

Learning Resources	
1.	Textbook: 1. Aswathapa K, "Essentials of Business Environment", Himalaya Publishing House
2.	Reference Books: 1. A.C. Fernando, Business Environment, Pearson Publication 2. Shaikh Salim, Business Environment, Pearson Publication 3. Francis Cherunillam, Business Environment, Himalaya Publishing House. 4. Ian Worthington & Chris Britton, The Business Environment, Pearson Publication.
3.	Journals & Periodicals: 1. International journal of Business Environment, Inderscience Publishers 2. Business Strategy and the Environment, Wiley library 3. International Journal of Business environment, Scimago
4.	Other Electronic Resources:



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

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	1	1	3	1
CO2	1	2	2	1	1
CO3	1	1	1	1	1
CO4	2	2	2	2	2
CO5	3	2	0	0	2
Avg.	1.8	1.6	1.2	1.4	1.4

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

Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	1	1	1
CO2	2	2	1	1	1	1	1	1
CO3	1	1	1	1	1	1	1	1
CO4	2	2	2	2	2	1	1	1
CO5	2	1	1	1	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2	1	1	1

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

COURSE CODE MBA1004	COURSE NAME Managerial Economics	SEMESTER VII
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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:	8 th BOS
Course Objectives (As per Blooms' Taxonomy)	<ol style="list-style-type: none"> 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.
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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 market conditions	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.	<p>Textbook:</p> <p>“Managerial Economics” by Dominick Salvatore</p>
2.	<p>Reference Books:</p> <ol style="list-style-type: none"> 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.	<p>Journals & Periodicals:</p> <ol style="list-style-type: none"> 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.	<p>Other Electronic Resources:</p> <ol style="list-style-type: none"> 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

	<p>economics explanations</p> <p>6. Statista and World Bank Data Portals – For economic statistics and analysis</p>
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Mid Semester Marks	20 marks	
End Semester Marks	40 marks	
Continuous Evaluation 40 marks	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	1	1	1	3	2
CO2	2	2	1	1	1
CO3	1	1	1	1	1
CO4	2	2	2	2	2
CO5	3	2	0	0	2
Avg.	1.8	1.6	1	1.4	1.6

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

Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	1	1	1
CO2	2	2	1	1	1	1	1	1
CO3	1	1	1	1	1	1	1	1
CO4	2	2	2	2	2	1	1	1
CO5	2	1	1	1	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2	1	1	1

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

COURSE CODE MBA1005	COURSE NAME Quantitative Technique	SEMESTER VII
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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:	8 th BOS
Course Objectives (As per Blooms' Taxonomy)	<ol style="list-style-type: none"> 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
<p>Unit 1: Sets, Functions, and Matrices Function</p> <p>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, Solving Homogeneous System of Linear, Equations Using Matrices, Applications of Matrices to Business.</p>	20%	9
<p>Unit 2: Differentiation</p> <p>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</p>	20%	9
<p>Unit 3: Integration</p> <p>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</p>	20%	9
<p>Unit 4: Probability and Probability Distribution</p> <p>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</p>	25%	9
<p>Unit 5: Financial Mathematics</p> <p>Interest and interest rates, Simple and compound interest, Present value and Future value, Annuities and Perpetuities, nominal and effective rate of return,</p>	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.	<p>Reference Books:</p> <ol style="list-style-type: none"> 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.	<p>Journals & Periodicals:</p> <ol style="list-style-type: none"> 1. Mathematics in Business and Management 2. The Journal of the Indian Mathematical Society
4.	Other Electronic Resources: www.onlinelibrary.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

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	1	3	1	2	1
CO2	2	1	2	1	1
CO3	1	1	1	1	1
CO4	2	2	2	2	2
CO5	3	1	0	2	1
Avg.	1.8	1.6	1.2	1.6	1.2

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

Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	1	1	1
CO2	2	2	1	1	1	1	1	1
CO3	1	1	1	1	1	1	1	1
CO4	2	2	2	2	2	1	1	1
CO5	2	1	1	1	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2	1	1	1

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

COURSE CODE MBA1006	COURSE NAME Organization Behaviour	SEMESTER VII
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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:	8 th BOS
Course Objectives (As per Blooms' Taxonomy)	<ol style="list-style-type: none"> 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

	<ol style="list-style-type: none"> 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
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Mid Semester Marks	20 marks	
End Semester Marks	40 marks	
Continuous Evaluation 40 marks		
	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	1	1
CO2	2	2	1	1	1
CO3	1	1	1	1	1
CO4	2	2	2	2	2
CO5	2	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	1	1	1
CO2	2	2	1	1	1	1	1	1
CO3	1	1	1	1	1	1	1	1
CO4	2	2	2	2	2	1	1	1
CO5	2	1	1	1	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2	1	1	1

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

COURSE CODE	COURSE NAME	SEMESTER
MBA1008	Managerial Communication	VII

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

Course Pre-requisites	Basic English proficiency, understanding of business concepts, interpersonal skills, reading and writing ability, and familiarity with workplace communication.
Course Category	Compulsory
Course focus	Skill Enhancement
Ratio	This course is designed to equip students with the communication skills required for success in the corporate world. Students will learn how to communicate effectively in various business contexts, including writing emails and reports, making presentations, negotiating, and networking.
Course Revision/ Approval Date:	8 th BOS
Course Objectives (As per Blooms' Taxonomy)	<ol style="list-style-type: none"> 1. To develop effective communication strategies for different stakeholders for business success. 2. To demonstrate effective listening and speaking skills in different business contexts 3. To produce clear, concise, and professional written communication in a variety of business contexts 4. To apply critical thinking and problem-solving skills to business case analysis and solving business cases using structured problem-solving methods 5. To evaluate the use of technology and social media in business communication and apply appropriate social media strategies to 6. build and maintain business relationships

Course Content	Weightage	Contact hours
<p>Unit 1: Concepts of Communications</p> <p>Definition, Forms of Communication, Objectives of Communication, Characteristics Communication, Process of Communication, Communication Roadblocks, Role of Verbal & Non-verbal Symbols in Communication, Barriers to Effective Communication, Overcoming Communication Barriers</p>	20%	9
<p>Unit 2: Listening Skills</p> <p>Definition, Anatomy of poor Listening, Features of a good Listener, Types of Listening skills, strategies, Barriers to effective Listening Role Play</p>	20%	9
<p>Unit 3: Spoken Communication</p> <p>Telephone, Teleconferencing, Challenges and etiquette, Oral Presentation: Planning presentation, delivering presentation, Developing & displaying visual aids, Handling questions from the audience, Audio-visual CD</p>	20%	9
<p>Unit 4</p> <p>Group Discussion & Interviews, Meetings: Ways and Means of conducting meeting effectively, Mock Meetings and Interviews</p> <p>Interpersonal Communication: Conflict Management and Negotiation skills, Technological Advancement and Business Communication: Intranet, Internet, Teleconference, Video conference, Blogs, Webinars, Chat rooms, Voice and Text messaging. Social media: Classification of Six types of social media, Choosing the most suitable social media to build business relationships.</p>	20%	9
<p>Unit 5: Forms of Communication in Written mode</p> <p>Basics Body language of Business Letters & Memos, Tone of writing, inquiries, orders & replying to them, sales letters, Job applications & resume, E-mail: How to make smart e-mail, Writing Business Reports and Proposals, Practice for Writing, Press Releases, Proactive Media Writing and blog writing. Meeting Documentation: Notice, Agenda, and Resolution & Minutes</p>	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 fundamental concepts, forms, and barriers of communication, and outline strategies for overcoming them.	Remember
CO2: Explain the components and importance of effective listening, and identify types and barriers to listening in professional settings.	Understand
CO3: Apply effective speaking skills in various business contexts, including telephone conversations, oral presentations, and audience interactions.	Apply
CO4: Analyze group and interpersonal communication scenarios, including meetings and interviews, and evaluate the impact of digital platforms on business communication.	Analyze
CO5: Evaluate the effectiveness of different written communication formats such as business letters, reports, emails, and meeting documents.	Evaluate

Learning Resources	
1.	Textbook: Effective Business Communication by Herta A. Murphy, Herbert W. Hildebrandt, Jane P. Thomas
2.	Reference Books: 1. Managerial Communication by Shirley Taylor 2. Business Communication Today by Courtland L. Bovee and John V. Thill 3. Communicating for Results by Cheryl Hamilton
3.	Journals & Periodicals: 1. Journal of Business Communication 2. International Journal of Business Communication 3. Harvard Business Review
4.	Other Electronic Resources: 1. TED Talks on Communication Skills 2. Coursera & edX courses on Business Communication 3. Online articles and blogs from Harvard Business Review and Forbes 4. YouTube channels specializing in professional communication skills

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

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	1	1
CO2	2	2	1	1	1
CO3	1	1	1	1	1
CO4	2	2	2	2	2
CO5	2	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2

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

Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	1	1	1
CO2	2	2	1	1	1	1	1	1
CO3	1	1	1	1	1	1	1	1
CO4	2	2	2	2	2	1	1	1
CO5	2	1	1	1	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2	1	1	1

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

COURSE CODE MBA2005	COURSE NAME Business Research Methods	SEMESTER VII
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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)	<ol style="list-style-type: none"> To give an overview of the research methodology and explain the technique of defining a research problem. To explain the functions of the literature review in research. To be able to carry out a literature search, its review, develop theoretical and conceptual frameworks, and write a review. To examine various research designs and their characteristics. To explain the details of sampling designs, measurement and scaling techniques and also different methods of data collections. 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



<p>Researchers in India. Defining the Research Problem: Research Problem, Selecting the Problem, Necessity of Defining the Problem, Technique Involved in Defining a Problem</p>		
<p>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</p>	<p>20%</p>	<p>9</p>
<p>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.</p>	<p>20%</p>	<p>9</p>
<p>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.</p>	<p>20%</p>	<p>9</p>

<p>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</p>	<p>15%</p>	<p>9</p>
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<p>Instructional Method and Pedagogy: (Max. 100 words)</p>
<p>The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.</p>

<p>Course Outcomes:</p>	<p>Blooms' Taxonomy Domain</p>
<p>After successful completion of the above course, students will be able to:</p>	
<p>CO1: Recall the basic concepts, types, and processes involved in research methodology and the techniques for defining a research problem.</p>	<p>Remember</p>
<p>CO2: Understand the role of literature review and research design in framing research problems and choosing appropriate research methods.</p>	<p>Understand</p>
<p>CO3: Apply appropriate sampling techniques, scaling methods, and data collection tools to develop a valid research plan.</p>	<p>Apply</p>
<p>CO4: Analyze different hypothesis testing procedures and interpret statistical outcomes including chi-square tests for drawing research conclusions.</p>	<p>Analyze</p>
<p>CO5: Evaluate research findings and organize them into a structured research report while adhering to ethical standards and intellectual property guidelines.</p>	<p>Evaluate</p>

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

	<p>Student Donald R Cooper and Pamela S Schindler; Business Research Methods, TMG</p> <p>2. Zikmund Willium; Business Research Methods; Thomson</p>
3.	<p>Journals & Periodicals:</p> <ol style="list-style-type: none"> Journals, Periodicals, Reference International Journal of Research Methodology International Journal of Social Research Methodology Journal of Business Research Journal of Management
4.	<p>Other Electronic Resources:</p> <ul style="list-style-type: none"> www.onlinelibrary.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

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	1	1	2	1
CO2	2	1	1	2	1
CO3	3	2	1	3	2
CO4	3	2	1	3	2
CO5	2	2	1	2	2
Avg.	2.4	1.6	1.0	2.4	1.6

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	2
CO2	2	2	2	1	1	1	1	2
CO3	3	3	3	2	2	1	1	2
CO4	3	3	3	2	1	1	1	2
CO5	2	2	2	2	2	1	1	2
Avg.	2.4	2.4	2.4	1.6	1.4	1.0	1.0	2.0

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

COURSE CODE VAC1001	COURSE NAME Communicative English & Employability Skills (Professional Communication and Interpersonal Skills)	SEMESTER VII
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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)	<p>CO1: Define components of effective communication and team dynamics</p> <p>CO2: Understand formal business communication tools and structures</p> <p>CO3: Design professional documents and persuasive presentations</p> <p>CO4: Evaluate interpersonal situations and conflict scenarios</p> <p>CO5: Analyze real-world business communication challenges</p>

Course Content	Weightage	Contact hours
UNIT 1: Business Communication Essentials <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> Active listening & feedback techniques Conflict resolution & negotiation basics Building trust in teams Business Etiquette & Email Etiquette 	20%	10
UNIT 3: Presentation & Public Speaking <ul style="list-style-type: none"> Structuring persuasive presentations 	20%	10

<ul style="list-style-type: none"> • Body language & vocal modulation • Handling Q&A sessions confidently 		
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Learning Resources	
1.	Textbook: <i>Business Communication Today</i> by Courtland L. Bovee & John V. Thill
2.	Reference Books: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • Journal of Business Communication • Harvard Business Review (Communication section)
4.	Other Electronic Resources: <ul style="list-style-type: none"> • 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	<table border="1"> <tr> <td>Class Participation</td> <td>20 marks</td> </tr> <tr> <td>Quiz</td> <td>5 marks</td> </tr> <tr> <td>Skill Enhancement activities/ Case Study/ Research Paper</td> <td>25 marks</td> </tr> <tr> <td>Presentation</td> <td>10 marks</td> </tr> </table>	Class Participation	20 marks	Quiz	5 marks	Skill Enhancement activities/ Case Study/ Research Paper	25 marks	Presentation	10 marks
Class Participation	20 marks								
Quiz	5 marks								
Skill Enhancement activities/ Case Study/ Research Paper	25 marks								
Presentation	10 marks								
Course Outcomes	<ul style="list-style-type: none"> • 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 								

Mapping of PSOs & Cos

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

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

Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	3	2	1	1	1	1
CO2	2	3	3	2	1	1	1	1
CO3	2	2	3	2	1	1	1	1
CO4	2	2	3	3	2	2	1	1
CO5	2	2	3	3	2	2	1	1
Avg.	2.2	2.2	3.0	2.4	1.4	1.4	1.0	1.0

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

COURSE CODE MBAAI101	COURSE NAME Applied Data Science	SEMESTER VII
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit

Course Pre-requisites	
Course Category	
Course focus	
Ratio nale	
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	

Course Content	Weightage	Contact hours
<p>Unit 1: Introduction to Data Science & Business Context: Meaning and scope of Data Science, Data Science lifecycle: Data collection, Data preparation, Modeling, Deployment.</p> <p>Role of data science in business, Types of data (structured, unstructured), Data-driven decision-making.</p>		
<p>Unit 2: Data Preparation & Exploration: Data collection methods, Data cleaning and preprocessing, Handling missing values and outliers, Exploratory Data Analysis (EDA). Data visualization techniques: Charts, graphs, dashboards. Tools: Excel, Python (conceptual).</p>		
<p>Unit 3: Data Analytics & Machine Learning Applications: Descriptive, predictive, and prescriptive analytics.</p> <p>Introduction to Machine Learning: Regression, Classification, Clustering.</p> <p>Business applications: Customer analytics, Sales forecasting, Risk analysis.</p>		
<p>Unit 4 Applied Data Science Tools, Projects & Ethics: Tools and platforms: Python, R (conceptual overview), Tableau / Power BI.</p> <p>Big Data and cloud-based analytics, Data storytelling and reporting, Capstone / real-world projects.</p> <p>Ethical issues: Data privacy, Data governance.</p>		

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
CO2:	Understand
CO3:	Apply
CO4:	Analyze
CO5:	Evaluate

Learning Resources	
1.	Textbook: <ul style="list-style-type: none"> Joel Grus, <i>Data Science from Scratch</i> Foster Provost & Tom Fawcett, <i>Data Science for Business</i> Cathy O'Neil & Rachel Schutt, <i>Doing Data Science</i>
2.	Reference Books: <ul style="list-style-type: none"> Jake VanderPlas, <i>Python Data Science Handbook</i> Wes McKinney, <i>Python for Data Analysis</i>
3.	Journals & Periodicals: <ul style="list-style-type: none"> Journal of Data Science IEEE Transactions on Knowledge and Data Engineering 3. Journal of Machine Learning Research (JMLR)
4.	Other Electronic Resources: <ul style="list-style-type: none"> BITS Pilani LMS (course materials & projects) NPTEL – Data Science & Analytics courses Coursera / edX – Applied Data Science Kaggle – datasets and competitions 5. Google AI / Microsoft Learn

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

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	1	1
CO2	2	2	1	1	1
CO3	1	1	1	1	1
CO4	2	2	2	2	2
CO5	2	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2

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

Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	1	1	1
CO2	2	2	1	1	1	1	1	1
CO3	1	1	1	1	1	1	1	1
CO4	2	2	2	2	2	1	1	1
CO5	2	1	1	1	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2	1	1	1

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

SEMESTER-VIII

COURSECODE MBA2001	COURSENAME Business Analytics	SEMESTER VIII
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45	-	-	45	3	-	-	3

Course Pre-requisites	Basic Information & knowledge about Data Science
Course Category	Compulsory
Course focus	Employability & Skills Enhancement
Rationale	This is the age of Big Data. Organizations hold more information about their business environments than ever before. Increasingly, these organizations are recognizing the role of data in gaining insights and out-thinking competitors. As a result, there is a growing demand for employees and managers who have analytical skills and can make informed decisions that can drive organizational success.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	<ol style="list-style-type: none"> 1. Understanding the Role of Business Analyst and Data Science in business. 2. To understand the basic concept of data management 3. To understand the basic concept of R programming 4. To understand the application of business analysis. 5. To understand the basic concept of the Data Science Project Life Cycle.

Course Content	Weightage	Contact hours
Unit 1: Introduction What is business analytics? Historical Overview of data analysis, Data Scientist vs. Data Engineer vs. Business Analyst, Career in Business Analytics, what is data science, Why Data Science, Applications for data science, Data Scientists Roles and Responsibility.	20%	9

<p>Unit 2: Data Analysis</p> <p>Data Collection, Data Classification, Data Management, Big Data Management, Organization/sources of data, Importance of data quality, dealing with noisy data, dealing with missing or incomplete data, Outlier Analysis, Methods to deal with outlier, Data Visualization</p>	<p>20%</p>	<p>9</p>
<p>Unit 3: Data Science Project Life Cycle</p> <p>Business Requirement, Data Acquisition, Data Preparation, Hypothesis and Modelling, Evaluation and Interpretation, Deployment, Operations, Optimization</p>	<p>20%</p>	<p>9</p>
<p>Unit 4: Introduction to R and Visualization of Data</p> <p>R graphical user interfaces, data import and export, attribute and datatypes, descriptive statistics, exploratory data analysis, visualization before analysis, analytics for unstructured data. Visualization of Categorical Data in R: Bar Chart Simple, Bar Chart with Multiple Response Questions, Column Chart with two-line labelling, Column chart with 45°labelling, Profile Plot, Dot Chart for 3 variables, Pie Chart and Radial Diagram, Chart Tables.</p>	<p>20%</p>	<p>9</p>
<p>Unit 5: Application of Business Analysis</p> <p>Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics.</p>	<p>20%</p>	<p>9</p>

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

<p>Course Outcomes:</p>	<p>Blooms' Taxonomy Domain</p>
<p>After successful completion of the above course, students will be able to:</p>	
<p>CO1: Define and recall the core concepts of business analytics, differentiate between data science roles, and describe the evolution and importance of data analytics in various business domains.</p>	<p>Remember</p>
<p>CO2: Explain data collection methods, classification, data quality issues, and techniques for handling noisy, incomplete, or outlier data, along with the importance of data visualization.</p>	<p>Understand</p>
<p>CO3: Apply the stages of the data science project life cycle—such as data</p>	<p>Apply</p>

acquisition, preparation, modeling, and deployment—to solve real-world business problems.	
CO4: Analyze and visualize structured and unstructured data using R tools and graphical techniques for informed business decision-making.	Analyze
CO5: Evaluate the impact of business analytics in various sectors such as retail, marketing, finance, healthcare, and supply chain to support strategic decision-making.	Evaluate

Learning Resources	
1.	Textbook: <ol style="list-style-type: none"> 1. Essentials of Business Analytics: An Introduction to the Methodology and its Application, Bhimasankaram Pochiraju, Sridhar Seshadri, Springer 2. Business Analytics: Albright & Winston, Cengage
2.	Reference Books: <ol style="list-style-type: none"> 1. Business Analytics, Tanushree Banerjee & Arindam Banerjee, SAGE Publishing 2. Introduction to Data Science, Laura Igual Santi Seguí, Springer
3.	Journals & Periodicals: <ol style="list-style-type: none"> 1. Journal of Business Analytics, Volume 6, Issue 2 (2023) 2. International Journal of Business Analytics (IJBAN) INSPEC, SCOPUS, Web of Science Emerging Sources Citation Index (ESCI)
4.	Other Electronic Resources: www.onlinelibrary.wiley.com

Mid Semester Marks	20 marks									
End Semester Marks	40 marks									
Continuous Evaluation 40 marks	<table border="1" style="width: 100%;"> <tr> <td style="text-align: center;">Class Participation</td> <td style="text-align: center;">10 marks</td> </tr> <tr> <td style="text-align: center;">Quiz</td> <td style="text-align: center;">5 marks</td> </tr> <tr> <td style="text-align: center;">Skill Enhancement activities/ Case Study/ Research Paper</td> <td style="text-align: center;">15 marks</td> </tr> <tr> <td style="text-align: center;">Presentation</td> <td style="text-align: center;">10 marks</td> </tr> </table>		Class Participation	10 marks	Quiz	5 marks	Skill Enhancement activities/ Case Study/ Research Paper	15 marks	Presentation	10 marks
Class Participation	10 marks									
Quiz	5 marks									
Skill Enhancement activities/ Case Study/ Research Paper	15 marks									
Presentation	10 marks									

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	2	2
CO2	3	2	1	2	2
CO3	3	3	1	3	3
CO4	3	3	1	3	3
CO5	3	3	1	3	3
Avg.	3.0	2.6	1.0	2.6	2.6

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

Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	2	1	2
CO2	3	3	2	1	1	2	1	2
CO3	3	3	3	2	2	2	2	2
CO4	2	3	3	2	2	3	2	2
CO5	3	3	3	2	2	3	2	2
Avg.	2.8	2.8	2.4	1.6	1.6	2.4	1.6	2.0

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

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

Course Pre-requisites	Basic knowledge about business
Course Category	Compulsory
Course focus	Employability & Entrepreneurship
Rationale	This course introduces students to the fundamental principles of Marketing management. It explores various marketing concepts, strategies, and tactics used by organizations to identify, create, and satisfy customer needs. The course covers essential topics such as market analysis, segmentation, targeting, positioning, product development, pricing, promotion, and distribution. It also emphasizes the role of marketing in a global and digital business environment.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	<ol style="list-style-type: none"> 1. To develop an understanding of key marketing concepts, theories, and frameworks. 2. To enhance students' ability to analyze markets, identify, customer needs, and formulate effective marketing strategies. 3. To explore the marketing mix elements and their application in product development, pricing, promotion, and distribution decisions. 4. To foster critical thinking and decision-making skills required for marketing management. 5. To emphasize the ethical and socially responsible aspects 6. Of marketing.

Course Content	Weightage	Contact hours
<p>Unit 1: Introduction to Marketing</p> <p>Definition & Functions of Marketing- Scope of Marketing, Evolution of Marketing, Core concepts of marketing – Need, Want, Demand, Customer Value, Exchange, Customer Satisfaction, Customer Delight, Customer loyalty, Concepts of Markets, Functions of Marketing Manager. Linkage of Marketing functions with all functions in the organization. Selling versus marketing. Concept of Marketing Myopia. Marketing Process</p>	10%	10
<p>Unit 2: Marketing Environment</p> <p>Concept of Environment, Macro Environment & Micro Environment – Components and characteristics, Needs & Trends, Major forces impacting the Macro Environment & Micro. Environment, Need for analyzing the Marketing Environment. Analyzing the Political, Economic, Socio-cultural, Technical and Legal Environment. Demographics.</p>	10%	10
<p>Unit 3: Segmentation, Target Marketing & Positioning</p> <p>Segmentation - Concept, Need & Benefits. Bases for segmentation for Consumer and business markets. Levels of segmentation, Criteria for effective segmentation. Target Market - Concept of Target Markets and criteria for selection. Segment Marketing, Niche & Local Marketing, Mass marketing, Positioning - Concept of differentiation & positioning.</p>	20%	12
<p>Unit 4: Introduction to consumer and Organizational behaviour</p> <p>Consumer Decision making process, Factors influencing consumer behaviour, Organizational buying, buying centres and buying situation Business buying process</p>	20%	12
<p>Unit 5: Marketing Mix</p> <p>Origin & Concept of Marketing Mix, 7P's - Product, Price, Place, Promotion, People, Process, Physical evidence. Product Life Cycle: Concept & characteristics of Product Life Cycle (PLC), Relevance of PLC. Strategies across stages of the PLC. Price Decisions - Pricing objectives - Different pricing method. Nature of Marketing Channels –. Types of Channel flows. Functions of retailers. Promotion Decision - Promotion mix (in brief).</p>	40%	16

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, functions, and evolution of marketing.	Remember
CO2: Explain the components of the micro and macro marketing environment, including the impact of PESTEL factors and demographics on marketing strategies.	Understand
CO3: Apply segmentation, targeting, and positioning strategies to identify suitable markets and create effective positioning statements.	Apply
CO4: Analyze consumer and organizational buying behavior and the factors influencing decision-making processes in various buying situations.	Analyze
CO5: Evaluate and develop appropriate marketing mix strategies (7Ps) in relation to product lifecycle stages, pricing methods, promotion, distribution, and customer experience.	Evaluate

Learning Resources	
1.	Textbook: 1. "Marketing: An Introduction" by Gary Armstrong and Philip Kotler
2.	ReferenceBooks: 1. "Marketing: A Global Perspective" by Svend Hollensen 2. "Strategic Marketing Management: Planning, Implementation, and Control" by Alexander Chernev 3. "Contemporary Marketing" by Louis E. Boone and David L. Kurtz 4. "Marketing Metrics: The Definitive Guide to Measuring Marketing Performance" by Paul W. Farris, Neil T. Bendle, et al. 5. "Marketing Strategy: A Decision-Focused Approach" by Orville C. Walker Jr. and John W. Mullins
3.	Journals & Periodicals:

	<ol style="list-style-type: none"> 1. Harvard Business Review 2. Journal of Marketing 3. Journal of Consumer Research 4. Journal of Advertising 5. Journal of Marketing Research 6. Journal of Retailing 7. Journal of International Marketing 8. Marketing Science 9. Journal of Product Innovation Management 10. Journal of Brand Management
4.	Other Electronic Resources:

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

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	1	1
CO2	3	2	1	2	2
CO3	3	3	1	2	2
CO4	2	3	1	3	3
CO5	3	3	1	3	3
Avg.	2.8	2.6	1.0	2.2	2.2

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

Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	1	1	1
CO2	3	3	2	2	2	3	1	1
CO3	2	3	2	2	2	3	2	1
CO4	2	2	2	3	2	2	2	2
CO5	3	3	3	2	3	3	2	2
Avg.	2.6	2.6	2.0	2.0	2.0	2.6	1.6	1.4

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

COURSE CODE MBA2003	COURSE NAME Financial Management	SEMESTER VIII
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
60	-	-	60	4	-	-	4

Course Pre-requisites	This Course introduces corporate finance, with an emphasis on project valuation. We review important ideas from modern finance theory and develop financial tools needed for valuing investment projects. Topics covered include the time value of money, estimating cash flows, accounting for risk, performing sensitivity analysis, developing appropriate selection criteria, and valuing projects as real options.
Course Category	Compulsory
Course focus	Employability & Skills
Rationale	Managerial finance ensures that the revenue generated is used profitably. Financial management professionals need to ensure that the revenue generated flows through operations efficiently and is readily available to buy raw materials, assist sales strategies and fulfill financial commitments.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	<ol style="list-style-type: none"> 1. The purpose of the course is to offer the students relevant, systematic, efficient, and actual knowledge of financial management that can be applied in practice with making finances. 2. To apply future value and present value concepts to single sums, mixed streams, and annuities. 3. To examine time value, risk, and return concepts. 4. To evaluate valuation techniques for bonds 5. To analysis valuation techniques for stocks.

Course Content	Weightage	Contact hours
<p>Unit 1: Financial Management</p> <p>An Overview-Financial Decisions in a Firm-Goal of Financial Management -The Fundamental Principle of Finance -Building Blocks of Modern Finance- Risk-Return Tradeoff - Agency Problem- Business Ethics and Social Responsibility - Organization of the Finance Function- Relationship of Finance to Economics and Accounting Emerging Role of the Financial Manager in India</p>	25%	12
<p>Unit 2: The Time Value of Money</p> <p>Rationale-Techniques-Practical Applications of Compounding and Present Value Technique, Risk and Return Risk and Return of a Single Asset - Average rate of return-variability of rates of return- Expected return and risk</p>	20%	12
<p>Unit 3: Cost of Capital & Financing Decision:</p> <p>Cost of Debt. Preference and Equity capital - Cost of retained earnings-weighted average cost of capital-the marginal cost of capital. Sources of Finance Debt. Preference and Equity capital operating and financial leverage.</p>	20%	12
<p>Unit 4: Valuation of Bonds and Stocks & Capital Structure Theories</p> <p>Bond Valuation- Bond Yields- Bond Market- Valuation of Preference Stock Equity Valuation: Dividend Discount Model The P/E Ratio Approach -The Relationship between Earnings- Price Ratio -Expected Return, and Growth-Stock Market .Net Income and Net Operating Income Approaches –Optimal Capital structure -factors affecting capital structure - EBIT/EPS and ROI & ROCE Analysis –Capital Structure Policies in Practice</p>	20%	12
<p>Unit 5: Dividend Policy & Working Capital Policy</p> <p>Overall Considerations - the importance of working capital management – components of working capital-factors influencing the working capital requirement – operating cycle method-percent of sales method - finance managers- role in working capital management. Factors influencing dividend policy-Practical Considerations-Stability-forms of dividend</p>	15%	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 the goals, principles, and ethical considerations of financial management.	Remember
CO2: Explain the concepts and practical applications of the time value of money and the relationship between risk and return for individual assets.	Understand
CO3: Apply techniques for calculating the cost of capital and evaluate financing alternatives using concepts like operating and financial leverage.	Apply
CO4: Analyze bond and stock valuation models and examine the impact of capital structure decisions on firm value using theories and financial ratios.	Analyze
CO5: Evaluate working capital and dividend policy decisions considering practical constraints, firm strategy, and financial manager responsibilities.	Evaluate

Learning Resources	
1.	Textbook: 1. Khan M Y: Indian Financial System, Tata MacGraw Hill, New Delhi 2000 2. Bhole, L M: Financial Institutions and Markets: Structure Growth and Innovations. 2 nd edition: New Delhi: Tata McGraw Hill 3. Srivastava, R M: Financial Institutions in Indian Financial Institutions
2.	Reference Books:
3.	Journals & Periodicals: 1. Journal of Finance. Published by Wiley. The Review of Financial Studies. 2. Journal of Financial Economics. 3. Journal of Accounting and Economics. 4. Journal of Financial and Quantitative Analysis. 5. Journal of Money, Credit and Banking. 6. Journal of International Money and Finance

Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	1	1	2	1	2
CO2	3	2	2	1	1	2	1	2
CO3	3	3	3	2	2	2	2	2
CO4	3	3	3	2	2	3	2	2
CO5	3	3	3	2	2	3	2	2
Avg.	3.0	2.6	2.6	1.6	1.6	2.4	1.6	2.0

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

COURSE CODE MBA2004	COURSE NAME Human Resource Management	SEMESTER VIII
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
60	-	-	60	4	-	-	4

Course Pre-requisites	Basics of HRM
Course Category	Compulsory
Course focus	Skill Enhancement
Rationale	The course provides critical skills, knowledge, and strategic insights that are essential for managing people effectively in modern organizations. It will equip students with the skills and knowledge to effectively lead and contribute to the success of organizations in the dynamic and rapidly evolving workplace of today.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	<ul style="list-style-type: none"> Define the key concepts of HRM and SHRM Explain the emerging recruitment & selection trends and practices in HRM Explain various methods of Training and development and its practical implementation in Organization Gain the knowledge on how to compensate human resource and how to maintain the relationship with employees. Develop critical thinking skills to assess industrial relations policies and labor-management negotiations

Course Content	Weightage	Contact hours
Unit 1: Introduction to HRM & Framework <ul style="list-style-type: none"> Evolution of the concept of HRM, Nature, Scope, Objectives, Importance, Basic HRM functions, HRM Policies and Practices, Role of HR Manager, 		

<p>Challenges of HR Manager, Essential skills for an HR manager.</p> <ul style="list-style-type: none"> • SHRM, Nature of SHRM, SHRM Model • Overview of International HRM 	20%	12
<p>Unit 2: HR Procurement</p> <ul style="list-style-type: none"> • Human Resource Planning: Meaning and Definition, Need, objectives, importance, process. • Job Analysis: Job Description & Job Specification • Job Design: Meaning, Job Characteristics Model (Hackman and Oldham) • Recruitment: Meaning, Sources of recruitment, Factors affecting recruitment • Selection: Meaning, Purpose, Process • Role of social media in Recruitment and Selection • Career & Succession Planning 	20%	12
<p>Unit 3:</p> <ul style="list-style-type: none"> • Training & Development : Need, Process, Importance, Methods, Evaluation of training effectiveness: Kirkpatrick model • Development: Meaning, Importance, Methods • Performance Appraisal: Meaning, Importance, Process, Methods. 	20%	12
<p>Unit 4:</p> <ul style="list-style-type: none"> • Compensation: Concept, Objectives, Importance of Compensation Management, Process, Current Trends in Compensation. Components of salary, Incentives and Benefits – Financial & Nonfinancial Incentive • Employee Separation: Forms of employee separation 	20%	12
<p>Unit 5:</p> <ul style="list-style-type: none"> • Introduction to Industrial Relations: Concept & Importance, Trade unions role, functions, problems, • Industrial dispute- Concept, Methods of Settling Industrial Dispute, Collective bargaining- concept, types, process, problems, essentials of effective collective bargaining. 	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 the fundamental concepts, functions, and evolution of Human Resource Management	Remember
CO2: Explain the processes and significance of human resource planning, job analysis, job design, recruitment, selection, and succession planning, including the role of social media in talent acquisition.	Understand
CO3: Apply various training and development methods and performance appraisal techniques to enhance employee performance and organizational effectiveness.	Apply
CO4: Analyze the components of compensation management systems and forms of employee separation to design effective compensation and retention strategies.	Analyze
CO5: Evaluate the role of trade unions and collective bargaining in managing industrial disputes and promoting harmonious industrial relations.	Evaluate

Learning Resources	
1.	<p>Textbook:</p> <ul style="list-style-type: none"> • Human Resource Management- Text and Cases by Rao, V.S.P • Human Resource Management" by Gary Dessler
2.	<p>Reference Books:</p> <ul style="list-style-type: none"> • "Human Resource Management: Gaining a Competitive Advantage" by Raymond • Noe, John R. Hollenbeck, Barry Gerhart, and Patrick M. Wright • "Strategic Human Resource Management" by Jeffrey A. Mello • "Managing Human Resources" by Wayne Cascio and John Boudreau • Pravin Durai, Human Resource Management, Pearson Education, Twelfth Edition • Sinha and Shekhar, Industrial Relations, Trade Unions and Labour Legislation, Pearson Education.

3.	<p>Journals & Periodicals:</p> <ol style="list-style-type: none"> 1. Academy of Management Journal 2. Journal of Applied Psychology 3. Human Resource Management Journal 4. Personnel Psychology 5. Journal of Organizational Behavior
4.	<p>Other Electronic Resources:</p> <ul style="list-style-type: none"> • Society for Human Resource Management (SHRM) - shrm.org • HR Dive - hrdiver.com • HR Technologist - hrtechnologist.com • Human Resource Executive Online - hrexecutive.com • Harvard Business Review - hbr.org (covers various management topics including HR) • ICFAI Journals

Mid Semester Marks	20 marks									
End Semester Marks	40 marks									
Continuous Evaluation 40 marks	<table border="1" style="width: 100%;"> <tr> <td style="text-align: center;">Class Participation</td> <td style="text-align: center;">10 marks</td> </tr> <tr> <td style="text-align: center;">Quiz</td> <td style="text-align: center;">5 marks</td> </tr> <tr> <td style="text-align: center;">Skill Enhancement activities/ Case Study/ Research Paper</td> <td style="text-align: center;">15 marks</td> </tr> <tr> <td style="text-align: center;">Presentation</td> <td style="text-align: center;">10 marks</td> </tr> </table>		Class Participation	10 marks	Quiz	5 marks	Skill Enhancement activities/ Case Study/ Research Paper	15 marks	Presentation	10 marks
Class Participation	10 marks									
Quiz	5 marks									
Skill Enhancement activities/ Case Study/ Research Paper	15 marks									
Presentation	10 marks									

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	2	2
CO2	3	2	1	2	2
CO3	3	3	1	3	3
CO4	3	3	1	3	3
CO5	3	3	1	3	3
Avg.	3.0	2.6	1.0	2.6	2.6

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

Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	2	1	2
CO2	3	3	2	2	2	2	1	2
CO3	3	3	3	2	2	2	2	2
CO4	3	3	3	2	2	3	2	2
CO5	3	3	3	2	3	3	2	2
Avg.	3.0	2.8	2.4	1.8	2.0	2.4	1.6	2.0

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

COURSE CODE MBA2007	COURSE NAME International Business	SEMESTER VIII
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45	-	-	45	3	-	-	3

Course Prerequisites	Basic knowledge of International Business
Course Category	Compulsory
Course focus	Employability/Skills
Rationale	In an increasingly globalized economy, businesses need to understand international markets, trade regulations, foreign investments, and global trade agreements. This course equips students with the necessary knowledge to analyze international business environments and make informed decisions in global markets.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	<ul style="list-style-type: none"> • To introduce the fundamental concepts and significance of international business. • To familiarize students with classical and modern theories of international trade. • To provide insights into foreign investments and their implications. • To develop an understanding of balance of payments and regional trade blocs. • To examine the structure, functions, and impact of the World Trade Organization (WTO).

Course Content	Weightage	Contact hours
Unit 1: Concept of International Business: Concept of International Business, scope and importance of international business; Modes of entry into international business: Licensing, Exporting, Joint ventures, etc.	20%	9
Unit 2: Theories of International Trade: Theories of international trade: Mercantilism, Absolute Advantage, Comparative Advantage, Heckscher-Ohlin Theory. Government intervention in international trade; Tariff and non-tariff barriers.	20%	9
Unit 3: Foreign Direct Investment (FDI) and Foreign Portfolio Investment (FPI): Foreign direct investment (FDI) and foreign portfolio investment (FPI); Types of FDI, Costs and benefits of FDI to home and host countries; Trends in FDI; India's FDI policy.	20%	9
Unit 4: Balance of Payments (BOP) and Regional Trade Agreements: Balance of payments (BOP): Importance and components of BOP. Regional Trade Agreements: European Union (EU), ASEAN, SAARC, NAFTA.	20%	9
Unit 5: World Trade Organization (WTO): World Trade Organisation (WTO): Functions and objectives of WTO; Agriculture Agreement; GATS; TRIPS; TRIMS.	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 fundamental concepts, scope, and modes of entry in international business operations.	Remember
CO2: Explain classical and modern theories of international trade and the	Understand

rationale behind government interventions through tariffs and non-tariff barriers.	
CO3: Apply the concepts of FDI and FPI to assess investment decisions and evaluate their impacts on host and home countries.	Apply
CO4: Analyze the components of the Balance of Payments and assess the economic impact of regional trade agreements like EU, ASEAN, SAARC, and NAFTA.	Analyze
CO5: Evaluate the effectiveness of WTO agreements (GATS, TRIPS, TRIMS, Agriculture Agreement) in promoting fair international trade practices.	Evaluate

Learning Resources

1.	<p>Text Book:</p> <ol style="list-style-type: none"> Hill, C. W. L. (2019). International Business: Competing in the Global Marketplace. McGraw-Hill Education. Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P. (2021). International Business: Environments and Operations. Pearson. Krugman, P. R., Obstfeld, M., & Melitz, M. (2018). International Economics: Theory and Policy. Pearson.
2.	<p>Reference Books:</p> <ol style="list-style-type: none"> Journal of International Business Studies (JIBS) Harvard Business Review (HBR) – International Business Section The World Economy Journal Foreign Trade Review
3.	<p>Journals & Periodicals:</p> <ol style="list-style-type: none"> Journal of International Business Studies (JIBS) Harvard Business Review (HBR) – International Business Section The World Economy Journal Foreign Trade Review
4.	<p>Other Electronic Resources:</p> <ol style="list-style-type: none"> World Trade Organization (www.wto.org), United Nations Conference on Trade and Development (UNCTAD) Reports, World Bank Reports on Global Trade and Investment

	3. International Monetary Fund (IMF) Publication
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Mid Semester Marks	20 marks	
End Semester Marks	40 marks	
Continuous Evaluation 40 marks	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	2	1
CO2	3	2	1	2	1
CO3	3	2	1	3	2
CO4	3	3	1	3	2
CO5	3	3	1	3	3
Avg.	3.0	2.4	1.0	2.6	1.8

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

Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	2	1	0	3	1	2
CO2	3	2	2	1	0	3	1	2
CO3	3	3	3	2	1	3	2	2
CO4	3	3	3	2	1	2	1	2
CO5	3	2	3	2	1	3	1	2
Avg.	3.0	2.2	2.6	1.6	0.6	2.8	1.2	2.0

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

COURSE CODE MBA2008	COURSE NAME Indian Ethos and Business Ethics	SEMESTER VIII
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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)	<ul style="list-style-type: none"> • 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
<p>Unit 1: Indian Ethos</p> <p>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.</p>	20%	6
<p>Unit 2: Value System</p> <p>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.</p>	20%	6
<p>Unit 3: Business Ethics</p> <p>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.</p>	20%	6
<p>Unit 4: Approaches to Business Ethics</p> <p>Various approaches to business ethics- theories of ethics- Friedman’s economic theory, Kant’s Deontological 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.</p>	20%	6
<p>Unit 5: Emerging issues</p> <p>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.</p>	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 the 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.	<p>Reference Books:</p> <ol style="list-style-type: none"> 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.	<p>Journals & Periodicals:</p> <ol style="list-style-type: none"> 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
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Mid Semester Marks	20 marks								
End Semester Marks	40 marks								
Continuous Evaluation 40 marks	<table border="1" style="width: 100%;"> <tr> <td>Class Participation</td> <td style="text-align: center;">10 marks</td> </tr> <tr> <td>Quiz</td> <td style="text-align: center;">5 marks</td> </tr> <tr> <td>Skill Enhancement activities/ Case Study/ Research Paper</td> <td style="text-align: center;">15 marks</td> </tr> <tr> <td>Presentation</td> <td style="text-align: center;">10 marks</td> </tr> </table>	Class Participation	10 marks	Quiz	5 marks	Skill Enhancement activities/ Case Study/ Research Paper	15 marks	Presentation	10 marks
	Class Participation	10 marks							
	Quiz	5 marks							
	Skill Enhancement activities/ Case Study/ Research Paper	15 marks							
	Presentation	10 marks							

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	3	2	2
CO2	3	2	3	2	3
CO3	3	3	3	3	3
CO4	3	2	3	2	3
CO5	3	3	3	3	3
Avg.	3.0	2.4	3.0	2.4	2.8

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	1	1	1	2	1	2
CO2	2	2	2	2	3	2	2	2
CO3	3	2	3	2	3	2	2	2
CO4	3	2	2	2	2	2	2	2
CO5	3	3	3	2	3	2	2	2
Avg.	2.6	2.0	2.2	1.8	2.4	2.0	1.8	2.0

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

COURSE CODE VAC2001	COURSE NAME Communicative English & Employability Skills (Leadership & Critical Thinking)	SEMESTER VIII
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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:	12 th 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 <ul style="list-style-type: none"> • Leadership Styles & Emotional Intelligence • Transformational vs. transactional leadership • Self-awareness & empathy in leadership • Motivating teams 		20%	10
UNIT 2: Critical Thinking & Decision Making <ul style="list-style-type: none"> • SWOT analysis & root-cause identification • Ethical decision-making frameworks • Ethical dilemmas in business 		20%	10
UNIT 3: Time Management & Productivity <ul style="list-style-type: none"> • Prioritization techniques (Eisenhower Matrix) • Goal setting (SMART goals) • Overcoming procrastination 		20%	10

• Presentation skills		
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Learning Resources	
1	Textbook: <i>The 7 Habits of Highly Effective People</i> by Stephen R. Covey
2	Reference Books: <ul style="list-style-type: none"> • Emotional Intelligence by Daniel Goleman • Thinking, Fast and Slow by Daniel Kahneman • Essential Manager’s Manual by Robert Heller
3	Journals & Periodicals: <ul style="list-style-type: none"> • Journal of Business Communication • Harvard Business Review (Communication section)
4	Other Electronic Resources: <ul style="list-style-type: none"> • 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	<table border="1" style="width: 100%;"> <tr> <td style="width: 70%;">Class Participation</td> <td style="width: 30%;">20 marks</td> </tr> <tr> <td>Quiz</td> <td>5 marks</td> </tr> <tr> <td>Skill Enhancement activities/ Case Study/ Research Paper</td> <td>25 marks</td> </tr> <tr> <td>Presentation</td> <td>10 marks</td> </tr> </table>	Class Participation	20 marks	Quiz	5 marks	Skill Enhancement activities/ Case Study/ Research Paper	25 marks	Presentation	10 marks
Class Participation	20 marks								
Quiz	5 marks								
Skill Enhancement activities/ Case Study/ Research Paper	25 marks								
Presentation	10 marks								
Course Outcomes	<p>By the end of this course, students will be able to:</p> <ul style="list-style-type: none"> • 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 								

Mapping of PSOs & Cos

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

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

Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	3	2	1	1	1	1
CO2	2	3	3	2	1	1	1	1
CO3	2	2	3	2	1	1	1	1
CO4	2	2	3	3	2	2	1	1
CO5	2	2	3	3	2	2	1	1
Avg.	2.2	2.2	3.0	2.4	1.4	1.4	1.0	1.0

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

COURSE CODE MBAAI201	COURSE NAME AI Applications, Eco system and Governance	SEMESTER VIII
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit

Course Pre-requisites	
Course Category	
Course focus	
Ratio nale	
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	

Course Content	Weightage	Contact hours
<p>Unit 1: AI Applications in Business: Introduction to AI applications, AI in business functions: Marketing (recommendation systems), Finance (fraud detection, risk analytics), Operations (forecasting, automation), HR (talent analytics). AI-driven decision-making, Case studies of AI-enabled organizations</p>		
<p>Unit 2: AI Ecosystem & Infrastructure: Components of AI ecosystem: Data (big data, structured/unstructured), Algorithms and models, Computing infrastructure (cloud, edge AI). AI platforms and tools: Python, cloud platforms (AWS, Azure – overview). Role of stakeholders: Businesses, governments, tech providers AI lifecycle: Data → Model → Deployment → Monitoring</p>		
<p>Unit 3: AI Governance, Ethics & Risk Management: Concept of AI governance, AI ethics: Bias and fairness, Transparency and accountability. Data privacy and security, Regulatory frameworks and compliance, Risk management in AI systems, Responsible AI practices</p>		
<p>Unit 4 Strategic Implementation & Future Trends: AI strategy for organizations, AI adoption challenges, Integration of AI with business processes. Emerging trends: Generative AI, Human-AI collaboration, Autonomous systems. Future of AI-driven enterprises</p>		

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
CO2:	Understand
CO3:	Apply
CO4:	Analyze
CO5:	Evaluate

Learning Resources	
1.	Textbook: <ul style="list-style-type: none"> • Stuart Russell & Peter Norvig, Artificial Intelligence: A Modern Approach • Bernard Marr, Artificial Intelligence in Practice • Ajay Agrawal, Joshua Gans, Avi Goldfarb, Prediction Machine
2.	Reference Books: <ul style="list-style-type: none"> • Thomas H. Davenport, AI Advantage • Marco Iansiti & Karim Lakhani, Competing in the Age of AI • Ethem Alpaydin, Introduction to Machine Learning
3.	Journals & Periodicals: <ul style="list-style-type: none"> • Artificial Intelligence Journal (Elsevier) • Journal of Business Analytics • IEEE Transactions on Artificial Intelligence • Harvard Business Review (AI & Analytics) • MIT Sloan Management Review

4.	<p>Other Electronic Resources:</p> <ul style="list-style-type: none"> • BITS Pilani WILP LMS (course materials & case studies) • NPTEL – AI for Business / AI Ethics • Coursera / edX – AI Governance & Applications • Kaggle – datasets and projects • Google AI, Microsoft Learn
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Mid Semester Marks	20 marks		
End Semester Marks	40 marks		
Continuous Evaluation 40 marks	Class Participation	10 marks	
	Quiz	5 marks	
	Skill Enhancement activities/ Case Study/ Research Paper	15 marks	
	Presentation	10 marks	

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	1	1
CO2	2	2	1	1	1
CO3	1	1	1	1	1
CO4	2	2	2	2	2
CO5	2	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2

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

Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	1	1	1
CO2	2	2	1	1	1	1	1	1
CO3	1	1	1	1	1	1	1	1
CO4	2	2	2	2	2	1	1	1
CO5	2	1	1	1	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2	1	1	1

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

SEMESTER-IX

COURSE CODE MBA3001	COURSE NAME Supply Chain Management	SEMESTER IX
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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)	<ul style="list-style-type: none"> 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: <ol style="list-style-type: none"> 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: <ol style="list-style-type: none"> 1. Journal of Supply Chain Management 2. Journal of Business Logistics 3. International Journal of Physical Distribution & Logistics Management
4.	Other Electronic Resources: <ol style="list-style-type: none"> 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

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	1	1
CO2	2	2	1	1	1
CO3	1	1	1	1	1
CO4	2	2	2	2	2
CO5	2	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	1	1	1
CO2	2	2	1	1	1	1	1	1
CO3	1	1	1	1	1	1	1	1
CO4	2	2	2	2	2	1	1	1
CO5	2	1	1	1	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2	1	1	1

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

COURSE CODE	COURSE NAME	SEMESTER
MBA3002	Operation Research	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)	<ul style="list-style-type: none"> • 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 programming problems. • 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: <ul style="list-style-type: none"> • Introduction to Operations Research" by Hillier and Lieberman • Operations Research: A Practical Approach" by Srinivasan
3.	Journals & Periodicals: <ul style="list-style-type: none"> • 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	Class Participation	
	10 marks	
	Quiz	
	5 marks	
	Case Study/ Research Paper	
	15 marks	
	Presentation on Current Trends	
	10 marks	

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	1	1
CO2	3	2	1	1	1
CO3	3	2	1	1	1
CO4	3	2	1	1	1
CO5	3	3	1	2	3
Avg.	3	2.2	1	1.2	1.4

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	0	0	2	0	1
CO2	3	3	2	0	0	1	0	1
CO3	3	3	2	0	0	1	0	1
CO4	3	3	3	0	0	1	0	1
CO5	3	3	2	2	3	3	3	2
Avg.	3	2.8	2	0.4	0.6	1.6	0.6	1.2

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

COURSE CODE MBA3003	COURSE NAME Strategic Management	SEMESTER IX
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
60	-	-	60	4	-	-	4

Course Pre-requisites	Fundamentals of Business, Principles of Management
Course Category	Compulsory
Course focus	Employability & Entrepreneurship
Rationale	Strategic management is essential for future managers to align organizational goals with dynamic internal and external environments. It helps students grasp the holistic picture of organizational functioning, the role of leadership and corporate values, and the importance of sustainable competitive advantage. The course fosters analytical thinking and decision-making capabilities critical for long-term business success.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	<ul style="list-style-type: none"> • To familiarize the learners with the concept of strategic management and understand the significance of managing the business strategically in the current business environment • To understand the process of strategy implementation and the challenges of managing a change • To understand strategic control system to monitor the strategy implementation process • To get acquainted with various strategies adopted by firms to successfully compete with their rivals

Course Content	Weightage	Contact hours
Unit 1: Definition, nature, scope, and importance of strategy and strategic management (Business policy). Strategic decision-making. Process of strategic management and levels at which strategy operates. Role of strategists. Defining strategic intent: Vision, Mission, Business definition, Goals and Objectives.	20%	12
Unit 2: Environmental Appraisal—Concept of environment, components of environment (Economic, legal, social, political and technological). Environmental scanning techniques- ETOP, QUEST and SWOT (TOWS).	20%	12
Unit 3: Internal Appraisal – The internal environment, Organisational capabilities in various functional areas and Strategic Advantage Profile. Methods and techniques used for Organisational appraisal (Value chain analysis, Financial and non-financial analysis, historical analysis, Industry standards and benchmarking, Balanced scorecard and keyfactor rating). Identification of Critical Success Factors (CSF).	20%	12
Unit 4: Corporate level strategies-- Stability, Expansion, Retrenchment and Combination strategies. Corporate restructuring. Concept of Synergy. Mergers & Acquisitions., Corporate Restructuring. Business level strategies—Porter’s framework of competitive strategies; Conditions, risks and benefits of Cost leadership, Differentiation and Focus strategies.	20%	12
Unit 5: Strategic Analysis and choice—Corporate level analysis (BCG, GE Nine-cell, Hofer’s product market evolution and Shell Directional policy Matrix). Industry level analysis; Porters’ five forces model. Qualitative factors in strategic choice. Strategy implementation, Leadership and corporate culture, Values, Ethics and Social responsibility.	20%	12

Instructional Method and Pedagogy: (Max. 100 words)

The course adopts an experiential and interactive pedagogy, including case studies, projects, group assignments, quizzes, and class participation. Real-time business scenarios, strategic simulations, and analysis tools are integrated to promote critical thinking and application of strategic concepts.

Course Outcomes:	Blooms' Taxonomy Domain
After successful completion of the above course, students will be able to:	
CO1: Familiarize and remember the concept of strategic management and understand the significance of managing the business strategically in the current business environment	Remember
CO2: Understand the process of strategy implementation and the challenges of managing a change	Understand
CO3: Understand and apply strategic control system to monitor the strategy implementation process	Apply
CO4: To enable learners to analyze the internal capabilities and external environmental factors of an organization using strategic tools such as SWOT, Value Chain Analysis, and Porter's Five Forces to support informed decision-making.	Analyze
CO5: To develop the ability to evaluate and select appropriate strategic alternatives at corporate and business levels using models like the BCG Matrix, GE Nine-Cell, and strategic control frameworks to align with organizational objectives and market conditions.	Evaluate

Learning Resources	
1.	Textbook: A South-Asian Perspective, Michael Hitt, Robert E. Hoskisson, R. Duane Ireland, S. Manikutty, Cengage Learning
2.	Reference Books: 1. Contemporary Strategic Management, Robert Grant, Wiley India Pvt. Ltd. 2. Strategic Management and Business Policy, Azhar Kazmi, McGraw Hill
3.	Journals & Periodicals: 1. Strategic Management Journal 2. Harvard Business Review 3. Vikalpa- A Journal for Decision Makers 4. Management Review Business Standard/ Economic Times/ Financial Times/ Financial Ex
4.	Other Electronic Resources: Online resources https://strategicmanagementinsight.com

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

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	1	1
CO2	2	2	1	1	1
CO3	3	2	1	1	1
CO4	3	2	1	1	1
CO5	3	3	1	2	3
Avg.	2.8	2.2	1	1.2	1.4

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	0	0	2	1	1
CO2	2	2	1	0	0	2	1	1
CO3	3	2	2	0	0	2	0	1
CO4	3	3	3	0	0	2	0	1
CO5	3	3	2	2	2	3	2	2
Avg.	2.0	2.4	1.8	0.4	0.4	2.2	0.8	1.2

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

COURSE CODE MBAAI301	COURSE NAME NLP and GenAI for Business	SEMESTER IX
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit

Course Pre-requisites	
Course Category	
Course focus	
Ratio nale	
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	

Course Content	Weightage	Contact hours
<p>Unit 1: Introduction to NLP & Generative AI: Meaning and scope of NLP, Introduction to Generative AI, NLP vs traditional data processing, Applications of NLP in business, Overview of Large Language Models (LLMs), Role of text data in business analytics</p>		
<p>Unit 2: Text Processing & NLP Techniques: Text preprocessing: Tokenization, Stop-word removal, Stemming & Lemmatization. NLP tasks: Text classification, Sentiment analysis, Named Entity Recognition (NER).</p>		
<p>Unit 3: Generative AI & Advanced NLP Models: Generative AI concepts, Large Language Models (LLMs), Transformer models (BERT, GPT – overview), Text generation and summarization, Chatbots and conversational AI, Prompt engineering basics. Applications: Content generation, Customer service automation.</p>		
<p>Unit 4 Business Applications, Ethics: NLP & GenAI in business domains: Marketing (customer insights, personalization), HR (resume screening, chatbot interviews), Finance (document analysis). AI-generated content risks: Bias and hallucination, Data privacy issues. Model interpretability, Ethical use of GenAI.</p>		

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

Course Outcomes:	Blooms' Taxonomy Domain
After successful completion of the above course, students will be able to:	
CO1:	Remember
CO2:	Understand
CO3:	Apply
CO4:	Analyze
CO5:	Evaluate

Learning Resources	
1.	Textbook: <ul style="list-style-type: none"> • Steven Bird, Ewan Klein, Edward Loper, Natural Language Processing with Python • Jacob Eisenstein, Introduction to Natural Language Processing • S. Vajjala et al., Practical Natural Language Processing
2.	Reference Books: <ul style="list-style-type: none"> • Jurafsky & Martin, Speech and Language Processing • Ian Goodfellow, Deep Learning • François Chollet, Deep Learning with Python
3.	Journals & Periodicals: <ul style="list-style-type: none"> • Computational Linguistics (MIT Press) • Journal of Artificial Intelligence Research (JAIR) • IEEE Transactions on AI • Harvard Business Review (AI & GenAI use cases)
4.	Other Electronic Resources: <ul style="list-style-type: none"> • BITS Pilani WILP LMS (course materials & labs) • NPTEL – NLP & Deep Learning • Coursera / edX – NLP & Generative AI • Kaggle – NLP datasets • OpenAI, Google AI (LLM resources)Kaggle – NLP datasets



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

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	1	1
CO2	2	2	1	1	1
CO3	1	1	1	1	1
CO4	2	2	2	2	2
CO5	2	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2

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

Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	1	1	1
CO2	2	2	1	1	1	1	1	1
CO3	1	1	1	1	1	1	1	1
CO4	2	2	2	2	2	1	1	1
CO5	2	1	1	1	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2	1	1	1

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

COURSE CODE MBAAI302	COURSE NAME Application of AI in Finance	SEMESTER IX
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit

Course Pre-requisites	
Course Category	
Course focus	
Ratio nale	
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	

Course Content	Weightage	Contact hours
<p>Unit 1: Introduction to AI in Finance & Financial Systems: Overview of financial systems and markets, Introduction to AI in finance. Types of financial data: Market data, Transactional data, Alternative data. FinTech ecosystem and AI integration, AI-driven financial services (banking, insurance, investments)</p>		
<p>Unit 2: Machine Learning & Financial Modeling: Supervised learning in finance: Regression models (pricing, forecasting), Classification (credit scoring). Unsupervised learning: Clustering (customer segmentation). Time-series analysis: Stock price prediction, Volatility modeling. Feature engineering for financial data, Model validation and backtesting.</p>		
<p>Unit 3: AI Applications in Financial Services: Algorithmic trading and high-frequency trading, Credit risk analysis and scoring models, Fraud detection using machine learning, Portfolio optimization and robo-advisory, Customer analytics and personalization, AI in regulatory compliance (RegTech)</p>		
<p>Unit 4: Advanced AI, Ethics & Financial Governance: Deep learning in finance: Neural networks, LSTM models (conceptual). AI in financial forecasting and scenario analysis. Ethical issues: Bias in credit decisions, Transparency and explainability. Regulatory frameworks (Basel norms, AI governance), Risk management in AI systems.</p>		

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

Course Outcomes:	Blooms' Taxonomy Domain
After successful completion of the above course, students will be able to:	
CO1:	Remember
CO2:	Understand
CO3:	Apply
CO4:	Analyze
CO5:	Evaluate

Learning Resources	
1.	<p>Textbook:</p> <ul style="list-style-type: none"> • Yves Hilpisch, Artificial Intelligence in Finance • Marcos López de Prado, Advances in Financial Machine Learning • John Hull, Risk Management and Financial Institutions
2.	<p>Reference Books:</p> <ul style="list-style-type: none"> • Paul Wilmott, Machine Learning for Finance • Stuart Russell & Peter Norvig, Artificial Intelligence: A Modern Approach • Kevin Murphy, Machine Learning: A Probabilistic Perspective
3.	<p>Journals & Periodicals:</p> <ul style="list-style-type: none"> • Journal of Financial Data Science • Journal of Machine Learning Research (JMLR) • IEEE Transactions on Artificial Intelligence <p>Periodicals:</p> <ul style="list-style-type: none"> • Harvard Business Review (FinTech & AI) • MIT Sloan Management Review
4.	<p>Other Electronic Resources:</p> <ul style="list-style-type: none"> • MIT OpenCourseWare – AI & FinTech lectures • NPTEL – AI for Finance / Financial Analytics • Coursera – AI for Finance Specialization • Kaggle – Financial datasets and competitions • Bloomberg / Yahoo Finance (data sources)Kaggle – NLP datasets • OpenAI, Google AI (LLM resources)Kaggle – NLP datasets

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

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	1	1
CO2	2	2	1	1	1
CO3	1	1	1	1	1
CO4	2	2	2	2	2
CO5	2	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2

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

Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	1	1	1
CO2	2	2	1	1	1	1	1	1
CO3	1	1	1	1	1	1	1	1
CO4	2	2	2	2	2	1	1	1
CO5	2	1	1	1	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2	1	1	1

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

COURSE CODE MBAAI303	COURSE NAME Application of AI in Operations Management	SEMESTER IX
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit

Course Pre-requisites	
Course Category	
Course focus	
Ratio nale	
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	

Course Content	Weightage	Contact hours
<p>Unit 1: Introduction to AI in Operations: Overview of Operations Management and AI, Role of AI in manufacturing and service operations, Digital transformation in operations.</p> <p>AI technologies: Machine Learning, Automation & Robotics, IoT in operations.</p> <p>Data-driven decision-making in operations</p>		
<p>Unit 2: AI in Supply Chain & Logistics: AI in supply chain management, Demand forecasting using AI, Inventory optimization, Logistics and route optimization, Warehouse management using AI, Supplier risk analysis</p>		
<p>Unit 3: AI in Operations Analytics & Smart Systems: Business analytics using Python (conceptual), Predictive analytics in operations, AI in quality management (Lean & Six Sigma integration), Predictive maintenance (machine failure prediction), Smart manufacturing and digital twins, Decision support systems in operations</p>		
<p>Unit 4: AI Strategy, Ethics & Future Trends in Operations: AI implementation in operations strategy, Ethical issues: Data privacy, Workforce impact.</p> <p>AI governance and responsible use, Sustainable supply chain management.</p> <p>Emerging trends: Industry 4.0 & Industry 5.0, Autonomous supply chains, Digital transformation.</p>		

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
CO2:	Understand
CO3:	Apply
CO4:	Analyze
CO5:	Evaluate

Learning Resources	
1.	<p>Textbook:</p> <ul style="list-style-type: none"> • Jay Heizer & Barry Render, Operations Management • Stuart Russell & Peter Norvig, Artificial Intelligence: A Modern Approach • Ajay Agrawal, Joshua Gans, Prediction Machines
2.	<p>Reference Books:</p> <ul style="list-style-type: none"> • Sunil Chopra & Peter Meindl, Supply Chain Management • Thomas H. Davenport, Competing on Analytics • Bernard Marr, Artificial Intelligence in Practice
3.	<p>Journals & Periodicals:</p> <ul style="list-style-type: none"> • Journal of Operations Management • International Journal of Operations & Production Management • IEEE Transactions on Automation Science and Engineering <p>Periodicals:</p> <ul style="list-style-type: none"> • Harvard Business Review (AI & Operations) • MIT Sloan Management Review
4.	<p>Other Electronic Resources:</p> <ul style="list-style-type: none"> • SIOM LMS & SAP Labs • NPTEL – Operations Analytics / AI • Coursera – AI for Supply Chain • SAP ERP / Oracle SCM tools • Kaggle – operations datasets



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

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	1	1
CO2	2	2	1	1	1
CO3	1	1	1	1	1
CO4	2	2	2	2	2
CO5	2	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2

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

Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	1	1	1
CO2	2	2	1	1	1	1	1	1
CO3	1	1	1	1	1	1	1	1
CO4	2	2	2	2	2	1	1	1
CO5	2	1	1	1	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2	1	1	1

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

SEMESTER-X

COURSE CODE MBA4001	COURSE NAME Project Management	SEMESTER X
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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)	<ul style="list-style-type: none"> 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
<p>Unit 1: Introduction To Project Management</p> <p>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.</p>	20%	12
<p>Unit 2: Project Time, Cost & Scope Management</p> <p>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</p>	20%	12
<p>Unit 3: Project Risk Management</p> <p>To identify the project risks, contingency plans and change management system. To understand the risk analysis methods and decision making</p>	20%	12
<p>Unit 4: Project Audit, Closure and Quality, Stakeholder and Communications Management</p> <p>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.</p>	20%	12
<p>Unit 5: Agile Project Management</p> <p>Agile Manifesto, Agile management, various forms of Agile</p>	20%	12

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

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

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	2	2	2
CO2	3	2	2	2	2
CO3	3	2	2	2	1
CO4	2	2	2	2	2
CO5	2	2	2	1	1
Avg.	2.6	2.2	2.0	1.8	1.6

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

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	2	2	2	1	1	1
CO2	3	2	2	2	2	1	1	1
CO3	3	2	2	2	1	1	1	1
CO4	2	2	2	2	2	1	1	1
CO5	2	2	2	1	1	1	1	1
Avg.	2.6	2.2	2.0	1.8	1.6	1	1	1

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

GSFC University

Master of Business Administration



GSFC
UNIVERSITY
EDUCATION RE-ENVISIONED

Guidelines

Of

INTERNSHIP (COMPREHENSIVE PROJECT)
(CP)

(MBA4002)

Contents

Sr. No.	Topic	Page No.
1	Introduction: Comprehensive Project (CP)	3
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
6	Annexure I: Parameters for Evaluation	8
7	Annexure II: Format for Report Submission	9-12
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9	Annexure IV:: Role of Director, Faculty Members & Students	14

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?	<p>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.</p> <p>For University: Soft Copy [The University coordinator has to submit soft copy (in pdf format) of all the projects through online portal]</p> <p>For University: One Soft/ Hard Copy (as per the requirement of University)</p> <p>For Student: One Hard copy (compulsory requirement) The same hard copy of project has to bring during External Viva.</p> <p>For Company/Organization: Soft /Hard Copy (as per requirement of Company)</p>

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.

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)

Annexure II

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>

Date: _
/_____/

Institute Certificate<on Institute's Letterhead>

[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
>.**

<Fifth Page>

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 MBAAI401	COURSE NAME Applied Machine Learning & Deep Learning	SEMESTER X
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit

Course Pre-requisites	
Course Category	
Course focus	
Ratio nale	
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	

Course Content	Weightage	Contact hours
<p>Unit 1: Foundations of Machine Learning: Introduction to Machine Learning, Types of ML: Supervised Learning, Unsupervised Learning. ML workflow: Data collection → preprocessing → modeling → evaluation. Basic algorithms: Linear Regression, Logistic Regression. Model evaluation concepts</p>		
<p>Unit 2: Applied Machine Learning Techniques: Classification techniques: Decision Trees, Support Vector Machines (SVM). Clustering: K-means clustering. Feature engineering and selection, Model evaluation metrics: Accuracy, Precision, Recall. Introduction to real-world ML applications</p>		
<p>Unit 3: Deep Learning Fundamentals: Introduction to Deep Learning, Artificial Neural Networks (ANN), Deep Neural Networks (DNN). Training of neural networks: Backpropagation, Gradient descent. Overfitting and regularization</p>		
<p>Unit 4 Advanced Deep Learning & Applications: Convolutional Neural Networks (CNN), Recurrent Neural Networks (RNN), Deep learning applications: Computer Vision, Natural Language Processing (NLP). Autoencoders and Generative Models (basic idea), Model deployment and real-world projects.</p>		

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

Course Outcomes:	Blooms' Taxonomy Domain
After successful completion of the above course, students will be able to:	
CO1:	Remember
CO2:	Understand
CO3:	Apply
CO4:	Analyze
CO5:	Evaluate

Learning Resources	
1.	Textbook: <ul style="list-style-type: none"> • Tom M. Mitchell, Machine Learning • Ian Goodfellow, Yoshua Bengio, Aaron Courville, Deep Learning • Ethem Alpaydin, Introduction to Machine Learning
2.	Reference Books: <ul style="list-style-type: none"> • Christopher Bishop, Pattern Recognition and Machine Learning • Aurelien Geron, Hands-On Machine Learning with Scikit-Learn, Keras & TensorFlow • Kevin Murphy, Machine Learning: A Probabilistic Perspective
3.	Journals & Periodicals: <ul style="list-style-type: none"> • Journal of Machine Learning Research (JMLR) • IEEE Transactions on Neural Networks and Learning Systems • Artificial Intelligence Journal (Elsevier) • Harvard Business Review (AI & Analytics) • MIT Sloan Management Review
4.	Other Electronic Resources: <ul style="list-style-type: none"> • BITS Pilani LMS (course handouts, assignments, labs) • NPTEL – Machine Learning & Deep Learning • Coursera / edX – Applied ML & Deep Learning • Kaggle – datasets & competitions • Google AI, TensorFlow, PyTorch documentation

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

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	1	1
CO2	2	2	1	1	1
CO3	1	1	1	1	1
CO4	2	2	2	2	2
CO5	2	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2

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

Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	1	1	1
CO2	2	2	1	1	1	1	1	1
CO3	1	1	1	1	1	1	1	1
CO4	2	2	2	2	2	1	1	1
CO5	2	1	1	1	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2	1	1	1

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

COURSE CODE MBAAI402	COURSE NAME Application of AI in HRM	SEMESTER X
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit

Course Pre-requisites	
Course Category	
Course focus	
Ratio nale	
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	

Course Content	Weightage	Contact hours
<p>Unit 1: Introduction to AI in HRM: Meaning and scope of AI in HRM, Understanding AI technologies and tools, Deploying AI in HR practices, AI for diversity management, AI-driven decision-making in HR, Role of AI in HR digital transformation</p>		
<p>Unit 2: AI in Core HR Functions: AI in recruitment and talent acquisition, AI in onboarding and person-job fit, AI in performance management, AI in employee retention and workforce planning, AI in training and development, HR metrics and analytics</p>		
<p>Unit 3: HR Analytics, Tools & Innovation: HR analytics and People analytics, SMART HRM systems, AI in HR administration, AI-based HR tools (chatbots, HRIS), AI in employee experience, AI-augmented HRM and innovation, Generative AI and metaverse in HR</p>		
<p>Unit 4: AI Strategy, Ethics & Future of HRM: Ethical issues in AI-based HR: Bias in recruitment, Privacy concerns. AI in compensation, compliance, and knowledge management, AI in organizational culture and change management, Challenges in AI adoption in HRM, AI in career and succession planning. Future trends: Green HRM, AI-driven HR strategies.</p>		

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
CO2:	Understand
CO3:	Apply
CO4:	Analyze
CO5:	Evaluate

Learning Resources	
1.	<p>Textbook:</p> <ul style="list-style-type: none"> • Gary Dessler, Human Resource Management • Stuart Russell & Peter Norvig, Artificial Intelligence: A Modern Approach • Bernard Marr, Artificial Intelligence in Practice
2.	<p>Reference Books:</p> <ul style="list-style-type: none"> • V.S.P. Rao, Human Resource Management • Ajay Agrawal, Joshua Gans, Prediction Machines • Thomas H. Davenport, Competing on Analytics
3.	<p>Journals & Periodicals:</p> <ul style="list-style-type: none"> • Human Resource Management Journal • Journal of Organizational Behavior • Journal of Business Research <p>Periodicals:</p> <ul style="list-style-type: none"> • Harvard Business Review (AI in HR) • MIT Sloan Management Review
4.	<p>Other Electronic Resources:</p> <ul style="list-style-type: none"> • NPTEL – AI in HRM (IIT Guwahati course) • LinkedIn Talent Insights (HR analytics) • SAP SuccessFactors / Workday (HR tools) • Coursera / edX – AI in HR courses • Kaggle – HR datasets

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

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
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CO3	1	1	1	1	1
CO4	2	2	2	2	2
CO5	2	1	1	1	1
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Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	1	1	1
CO2	2	2	1	1	1	1	1	1
CO3	1	1	1	1	1	1	1	1
CO4	2	2	2	2	2	1	1	1
CO5	2	1	1	1	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2	1	1	1

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

COURSE CODE MBAAI403	COURSE NAME Application of AI in Marketing	SEMESTER X
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit

Course Pre-requisites	
Course Category	
Course focus	
Ratio nale	
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	

Course Content	Weightage	Contact hours
<p>Unit 1: Introduction to AI in Marketing & Strategy: Basics of Artificial Intelligence in Marketing, Introduction to AI algorithms and systems, AI design and transition process, AI matrix and marketing transformation, Role of AI in value delivery process, Transforming marketing strategy using AI</p>		
<p>Unit 2: AI in Consumer Behaviour & Market Analysis: AI in Segmentation, Targeting, and Positioning (STP), AI in Marketing Mix (Product, Price, Place, Promotion), Marketing Information Systems (MkIS), Marketing research using AI, Consumer behaviour analysis using AI, Customer journey mapping.</p>		
<p>Unit 3: AI in Customer Experience & Marketing Operations: Customer experience and personalization, Hyper-personalization using AI, Avatar marketing and digital engagement, AI in product development and value creation, Pricing strategies using AI, AI in advertising and promotion, AI in social media marketing and CRM</p>		
<p>Unit 4: AI in Marketing Channels, Ethics & Future Trends: AI in sales and sales management, AI in marketing channel management, Omnichannel marketing and retailing, AI in logistics and supply chain, Ethical challenges in AI marketing, AI and sustainability, Future trends in AI-driven marketing</p>		

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
CO2:	Understand
CO3:	Apply
CO4:	Analyze
CO5:	Evaluate

Learning Resources	
1.	Textbook: <ul style="list-style-type: none"> • Philip Kotler, Marketing Management • Stuart Russell & Peter Norvig, Artificial Intelligence: A Modern Approach • Bernard Marr, Artificial Intelligence in Practice
2.	Reference Books: <ul style="list-style-type: none"> • Ajay Agrawal, Joshua Gans, Prediction Machines • Kevin Lane Keller, Strategic Brand Management • V. Kumar, Customer Relationship Management
3.	Journals & Periodicals: <ul style="list-style-type: none"> • Journal of Marketing • Journal of Marketing Analytics • Journal of Business Research Periodicals: <ul style="list-style-type: none"> • Harvard Business Review (AI in Marketing) • MIT Sloan Management Review
4.	Other Electronic Resources: <ul style="list-style-type: none"> • NPTEL – AI in Marketing (IIT Roorkee course) • Google Analytics & AI marketing tools • HubSpot / Salesforce CRM platforms • Kaggle – marketing datasets • Coursera / edX – Digital Marketing & AI

Mid Semester Marks	20 marks		
End Semester Marks	40 marks		
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CO4	2	2	2	2	2	1	1	1
CO5	2	1	1	1	1	1	1	1
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The End