BACHELOR OF BUSINESS ADMINISTRATION

(BBA)

2024 - 2028

(AS PER NEP 2020)

PROGRAMME STRUCTURE & SYLLABUS

Birla School of Management
Birla Global University

IDCO Plot – 2, Gothapatna, Bhubaneswar -751029, Odisha
www.bgu.ac.in
Telephone : 0674 -71030

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PART I

1. About the University

Birla Global University (BGU) is a self-financed private unitary University and has been established by the enactment of Birla Global University Odisha Act, 2015 with its main campus spread over an area of nearly 30 acres of land situated at IDCO Plot No.2, Gothapatna, Bhubaneswar. As per the Act, the management of the university is carried out by a Board of Governors headed by Smt. Jayashree Mohta, Chairperson, Birla Academy of Art & Culture being the main promoter of Birla Global University. Honorable Governor of Odisha is the Chancellor of the University.

The University has been established with a goal to be the best destination for aspiring new-gen professionals. It is committed to redefine 'quality' in education with state-of-the-art facilities, best of the infrastructure and finest faculty. Presently, the University operates with six schools i.e. Birla School of Management, Birla School of Communication, Birla School of Commerce, Birla School of Social Sciences & Humanities, Birla School of Law and Birla School of Applied Sciences.

2. Vision

To create and disseminate knowledge in global context while pursuing Excellence, Innovations and Inclusiveness.

3. Mission

- To globalize through international collaborations and exchange of students and faculty.
- To strive for excellence in teaching and research.
- To continuously innovate pedagogy and course content.
- To encourage diversity and inclusiveness.

4. Name of the Programme

Bachelor of Business Administration (BBA)

5. Description of the Programme

- BBA Curriculum is designed as a holistic and multidisciplinary undergraduate education Programme, as per the National Education Policy (NEP) 2020. The Programme aims to improve intellectual, aesthetic, social, ethical and moral capacities in the students with a number of relevant skills like IT and Soft Skills in addition to having various specializations in the chosen field like HR, Marketing, Operations, Finance and Business Analytics.
- The Programme will be of 3 or 4 years' duration with multiple exit and entry options. Students of this Programme can exit after 1st year with a certificate, after 2nd year with an Advanced Diploma, after 3rd year with a Bachelor's Degree. After 4th year, a student can be awarded with Bachelor's Degree (Honors). Bachelor's Degree (Honors) with Research will be awarded, in case a student secures 75% and above in all semesters.
- Students will be given opportunities for multidisciplinary and interdisciplinary education through options to choose courses of their interests from other schools within the university.
- The total credits for 3-year BBA will be minimum 120 credits and that for 4-year BBA (Hons with Research) degree, the minimum credits will be160.

- The courses will have a balanced combination of knowledge, skills and employability components to cater to the future needs of the present generation.
- The relevant multidisciplinary courses are designed to address the learning interests of the students across the schools.
- 20% of the courses may be offered online from SWAYAM.
- Academic Bank of Credits (ABC) will be established to facilitate Transfer of Credits. The credits earned at various levels will get credited into a digitalized ABC. Students can use their earned credits to take admission in another institution to further continue their studies for the remaining year/s of their graduation.
- The Academic Calendar for this Programme of the university will be synchronized to allow students of a particular UG Programme to study a course or courses from another UG Programme to meet the credit requirement of a semester. The commencement and closure of semesters and examinations for UG Programme will be planned in a uniform manner for declaration of results and awarding grades after a semester/year.

6. The Programme Highlights

6.1. Immersion Course: An immersion course is offered at the beginning of the Programme which covers the basics of Management Principles, Communication, Mathematics, Accounting, and Corporate Awareness. The course includes morning yoga, meditation, various kinds of sports, and cultural activities to build up the concept of teamwork. The special attraction of this Programme is the theatre workshop ends with a stage performance (through drama) by different groups of students based on some important themes.

There are 15 Discipline Specific Major courses in a 3 year BBA Programme and 20 Discipline Specific Major courses in a 4 your BBA Programme besides having 12 credits of research components to make a four-year Programme as BBA Honours with Research. In addition to that, Inter-disciplinary Minor courses, Vocational Education & Training, Ability Enhancement Courses, Skill Enhancement Courses, Value-added Courses, and Community Engagement & Summer Internship courses make the BBA Programme a multidisciplinary and holistic Programme adhering to the NEP 2020's philosophy and the curriculum framework as directed by the UGC.

6.2. Multi-disciplinary Courses:

The Programme offers 9 credits of the following multidisciplinary courses from other disciplines:

(To be offered by other schools of BGU)

6.3. Vocational Education & Training Courses:

To make the students ready for the job market, the BBA Programme offers Vocational Education and Training Courses under interdisciplinary minor courses. The courses are:

- Research Methodology
- Entrepreneurship

6.4. Value-added Courses:

Under Value-added courses, the Programme introduces 3 courses in the first year of the Programme:

- Environmental Science (EVS)
- Health and Wellness
- Indian Knowledge System (IKS)

7. Pedagogy: The pedagogy adopted by the BBA (H) Programme is student-centric & scrupulously designed to involve academic seriousness and practical application which includes the following:

- **Lectures:**

  Faculty members use audio-visual teaching aids while delivering lectures to enhance the learning effectiveness among the students. The classroom teaching includes sessions by qualified and experienced faculty who are known for their dedication to teaching and research.

- **Online Classes:**

  Faculty at BGU are well equipped with the technology and expertise to conduct classes online using various virtual platforms like Microsoft-team, Google Meet, Zoom, etc. In the COVID-19 pandemic situation. The courses will be offered in both synchronous and asynchronous modes of learning.

- **Project Work:**

  The students are also given opportunities to learn the practical applications of management concepts and methods through projects. This forms a part of the internal evaluation in most of the courses.

- **Simulations:**

  The students are to be involved in simulation games, quizzes, role plays, etc. in order to develop analytical and decision-making capabilities. The students face in these simulation exercises, replicate the kind of situations they would face in the corporate environment.

- **Lab Experiments:**

  The cutting-edge language lab is very helpful for practicing and assessing the students' speech in English language. It provides facilities that allow the students to listen to model pronunciation, develop critical reading comprehension, and develop their oral and writing skills.

- **Case Studies:**

  The faculty members encourage students to go for case analysis in order to learn about different solution scenarios, and risk-taking behaviors and to develop proactive responses while facing innovative managerial issues. The decision-making process is made a part of the student’s mind-set through cases.

- **Role Play:**

  Role play is a method for exploring the issues involved in complex business situations. A spirit of innovation, achievement, and commitment of a group of students for real business solutions is demonstrated in a dramatized form in the class.

- **Interaction with Industry Experts:**

  As a part of the academic activity, workshops, guest lectures, panel discussions, seminars, conferences, etc. are organized at regular intervals inviting experts from the industry.

- **Experiential Learning:**

  At BGU, much emphasis is on experience and learning. Through Summer Projects and Business Seminars, the students are usually exposed to industry practices.

- **Summer Project:**

  Each student after completion of Semester-IV has to undergo six (6) weeks of a summer project in the local industry from 15 April-15 June. At the end of the summer project, each student is required

to make a presentation and appear in viva-voce for evaluation. The students are expected to undertake field projects with utmost seriousness in order to gain practical exposure. The report developed during the period should highlight cross-sectional problems, and challenges, and suggest solutions.

- **Participation in Business Seminars:**

  Eminent guest speakers from different domains, both from industry and academia are invited to share their experiences with the students and encourage them to inculcate entrepreneurship. All students are required to participate in the business seminars. The student can also attend seminars, conferences, and workshops organized outside the university. They can write research papers either individually or with any faculty and present the same in seminars and conferences. In an academic year, at least 2 National or International Seminars should be organized in which BBA (H) students can participate.

- **Co-curricular Activities:**

  The students are involved in various co-curricular activities organized by the Marketing, Finance, HR, Operations, and Communication clubs.

8. Three Year BBA Programme:

The total credits for 3-year BBA will be minimum 120. Following types of courses will be offered for a 3-Year BBA Programme.

- 15 Discipline-specific Major Courses (60 credits)
- 6 Interdisciplinary Minor Courses (24 credits including 12 credit of Vocational Education & Training)
- 3 Multidisciplinary Courses (9 credits)
- 3 Ability Enhancement Courses (8 credits)
- 3 Skills Enhancement Courses (9 credits)
- 3 Value-added Courses (6 credits)
- 1 Internship (2 credits)
- 1 Community Engagement Project (2 credits)

9. Four Year BBA (Hons./ Hons. with Research) Programme

The 4-year BBA (Hons with Research) degree will be minimum 160. Following types of courses will be offered for a 4-Year BBA(H) Programme:

- 20 Discipline-specific Major Courses (80 credits)
- 8 Interdisciplinary Minor Courses (32 credits)
- 3 Multidisciplinary Courses (9 credits)
- 3 Ability Enhancement Courses (8 credits)
- 3 Skill Enhancement Courses (9 credits)
- 3 Value-added courses (6 credits)
- 1 Internship (2 credits)
- 1 Community Engagement Project (2 credits)
- 1 Research Project with Dissertation (12 credits)

10. Outcome Based Approach to Education (OBE)

As per the National Higher Education Qualification Frameworks (NHEQF), students are expected to possess the quality & characteristics of the graduate of a Programme of the study, including learning outcomes relating to the disciplinary areas, learning generic outcomes that are expected to be acquired by a graduate on completion of the Programme.

OBE is an educational model that forms the base of a quality education system. There is no specified style of teaching or assessment in OBE. All educational activities carried out in OBE should help the students to achieve the set goals. The faculty may adapt the role of an instructor, trainer, facilitator, and/or mentor based on the outcomes targeted. OBE enhances the traditional methods and focuses on what the institute provides to the students. It shows the success by making or demonstrating outcomes using statements 'able to do' in favour of students. It provides clear standards for observable and measurable outcomes.

10.1. Four Levels of Outcomes from OBE

1. Programme Educational Objectives (PEOs)
2. Programme Outcomes (POs)
3. Programme Specific Outcomes (PSOs)
4. Course Outcomes (COs)

11. Graduate Attributes

The graduate attributes include the learning outcomes that are specific to disciplinary areas relating to the chosen field(s) of learning within the broad multidisciplinary & interdisciplinary learning outcomes that graduates of all Programmes should acquire & demonstrate.

S. No.	GRADUATE ATTRIBUTES
1	Disciplinary Knowledge
2	Critical Thinking & Problem Solving
3	Creativity & Innovation
4	Effective Communication
5	Research related skills
6	Cooperation & Team Work
7	Global/Multicultural competence
8	Ethics & Human Values
9	Lifelong Learning
10	Leadership Readiness
11	Community Engagement & Social Responsibilities
12	Digital literacy

12. Programme Educational Objectives (PEOs)

Programme Educational Objectives (PEOs) are defined for the aspiring students about what they will achieve once they join the Programme. PEOs are about professional and career accomplishment after 3 or 4 years of graduation. PEOs are the written statements taken from different aspects like Knowledge, Skills & Ethics with focus on Career, Competency and Behaviour. Five PEOs are recommended for BBA(H) Programme.

13. Programme Outcomes (POs)

PROGRAMME EDUCATIONAL OUTCOMES (PEOs)	
PEO1	To make management graduates conceptualize and acquire knowledge of business and management
PEO2	To promote problem-solving & critical thinking by way of enabling management graduates to come out with simple and innovative solutions for real-world managerial problems
PEO3	To ignite a spirit of enquiry and entrepreneurship by orienting them in the application of modern tools of management for analysis & decision-making
PEO4	To inculcate a spirit of ethics, life-long learning and social engagement in all spheres of life
PEO5	To develop the skills for collaboration, creativity and communication

A Programme outcome is broad in scope and defines what the students will be able to do at the end of the Programme. POs are defined line with the graduate attributes as specified in the UGC. POs are to be specific, measurable and achievable. In the syllabus book given to students, there is a clear mention of course objectives and course outcomes along with the CO-PO mapping matrix for all the courses.

PROGRAMME OUTCOMES (POs)	
PO1	Acquire knowledge in business management concepts and current practices
PO2	Apply problem-solving and critical thinking skills to provide viable solutions for business
PO3	Demonstrate effective communication skills in academic & professional contexts
PO4	Apply analytical and statistical tools for research and business problems
PO5	Demonstrate the ability to collaborate with others and work in a team
PO6	Explain and illustrate the importance of ethical conduct in personal conduct and business
PO7	Apply specific methods and tools of digital marketing and communication
PO8	Appreciate and demonstrate creativity and life-long learning in the context of business

14. Programme Specific Outcomes (PSOs)

PROGRAMME SPECIFIC OUTCOMES (PSOs)	
PSO1	Demonstrate knowledge of business management through experiential learning
PSO2	Apply analytical and problem-solving skills to solve business issues
PSO3	Develop new dimensions of interdisciplinary knowledge to cater the need of the industry and society

Programme Specific Outcomes (PSOs) are statements that describe what the graduates of a specific Programme should be able to do. A list of 3 PSOs have been defined for the BBA(H) Programme.

15. Mapping of PEOs with POs

MAPPING OF PEO WITH PO								
PEO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
PEO1	H	H	H	M	M	M	M	H
PEO2	H	H	L	M	M	L	M	H
PEO3	H	M	L	H	M	M	H	H
PEO4	H	M	L	L	M	H	L	H
PEO5	H	M	H	L	H	M	L	H
Level of correlation: *3-High, 2-Medium, 1-Low*								

PART B

16. PROGRAMME STRUCTURE & CREDIT DISTRIBUTION

16.1 SEMESTER-WISE DISTRIBUTION OF COURSES AND CREDITS FOR 3 YEARS BBA

1ST YEAR BBA

Year	Semester	Disciplinary Major	Interdisciplinary Minor	Multidisciplinary Course(from other school)	Ability Enhancement	Skill Enhancement	Value-added Course	Total Credit
1st	I	Principles of Management (4)(BSoM)	Managerial Economics (4 Credit)	Course-1 Business Law (3 credits)	English Language & Communication (3 credit)	IT & Analytics (3 credit)	Health & Wellness- 1 Credit (BSoM) Environmental Science (EVS)-2 Credits	20
	II	Organizational Behaviour (4 credit)	Financial Accounting (4)* (BSoM)	Course-2 Cyber Security (3 credits)	Business Communication & Presentation (3 credit)	Programming Skills (3 credit)	Indian Knowledge System (IKS)- 3 credits	20

2ND YEAR BBA

Year	Semester	Disciplinary Major	Interdisciplinary Minor	Multidisciplinary Course(from other school)	Skill Enhancement	Ability Enhancement	Total Credit
2nd	III	Principles of Marketing (4 credit)	1. Quantitative Methods(4 credit) 2. Entrepreneurship (4 credit)	Course-3 Introduction to Artificial Intelligence (Credit 3) To be prepared by other school(BSoAS) and same syllabus will be followed	Creativity, Communication & Career Success (3 credit)	Business Writing (2 credit)	20
	IV	1. Human Resource Management (4 credit) 2. Consumer Behavior (4 credit) 3. Cost Management Accounting (4 credit)	1. Ethics & Responsible Business (4 credit) 2. Research Methodology (4 credit)				20

3RD YEAR BBA

Year	Semester	Disciplinary Major	Community Engagement & Summer Project	Total Credit
3rd	V	1. Strategic Management (4 credit) 2. Operations Management (4 credit) 3. Leadership and Team Management (4 credit) 4.Financial Management (4 credit)	1. Summer Project (2 credit) 2. Community Engagement (2 credit)	20
	VI	1. Financial Statement Analysis (4 credit) 2. MIS (4 credit) 3. Digital Marketing (4 credit) 4. Operations Research (4 credit) 5. Business Environment (4 credit)		20

16.2 4TH YEAR BBA (HONS)/ BBA(HONS.) WITH RESEARCH- SPECIALIZATION COURSES

Year	Semester	HR	Marketing	Finance	Operations	Business Analytics	Total No. of papers	Total credit
4th	VII	HR Planning & Employee Engagement (4 credit)	CRM (4 credit)	Banking Theories and Practices (4 credit)	TQM (4 credit)	Statistical Data Modeling using R (4 credit)	5	20
	(Major)	Performance & Compensation Management (4 credit)	B2B (4 credit)	Corporate Accounting (4 credit)	Project Management (4 credit)	Data Visualization (4 credit)		
		Employee Health & Well Being (4 credit)	E-Commerce (4 credit)	Financial Statement Analysis (4 credit)	Supply Chain & Logistics Management (4 credit)	Data Mining & Warehousing (4 credit)		
		Industrial Relations & Employee Welfare (4 credit)	Rural Marketing (4 credit)	Capital Market (4 credit)	Service Operation Management (4 credit)	Introduction to Business Analytics (4 credit)		
	(Minor)	Advanced Research Methodology (4 credit)	Advanced Research Methodology (4 credit)	Advanced Research Methodology (4 credit)	Advanced Research Methodology (4 credit)	Advanced Research Methodology (4 credit)		
	VIII (Major)	Human Resource Development (4 credit)	Retail Management (4 credit)	Income Tax and GST (4 credit)	Strategic Operations Management (4 credit)	Python for Business Analytics (4 credit)	2	20
	(Minor)	HR Analytics (4 credit)	Bottom of Pyramid (4 credit)	Financial Analytics (4 credit)	Technology & Innovation Management (4 credit)	AI & Machine Learning (4 credit)	Research & Dissertation	
		Research & Dissertation (12 credits)	Research & Dissertation (12 credits)	Research & Dissertation (12 credits)	Research & Dissertation (12 credits)	Research & Dissertation (12 credits)	Research & Dissertation	
	Total							**160**

17. DETAILED SYLLABUS

SEMESTER-I

Semester	Disciplinary Major	Interdisciplinary Minor	Multidisciplinary	Ability Enhancement	Skill Enhancement	Value-added Course	Total Credit
I	Principles of Management (4 Credit)	Managerial Economics (4 Credit)	Business Law & IPR (3 credit)	English Language & Communication (3 credit)	IT & Analytics (3 credit)	1. EVS (2 credit) 2. Health & Wellness (1 credit)	20

Course Name		**PRINCIPLES OF MANAGEMENT**
Course Code		**BBA1-1000**
Course Type		**Disciplinary Major**
Course Credit		**4(3-L, 1-T)**
Semester		**I**
Objectives		The objectives of this course are: • to enable students, understand the evolution of management studies; • to help students to understand the roles, challenges, and opportunities of an organization; and • to help students understand the fundamentals of management process: planning, organizing, leadership and control from an organizational viewpoint
Course Outcome (CO)		Upon successful completion of the course the students will be able to: **CO1:** Understand the management evolution and how it will affect future managers **CO2:** Explain the fundamental terminology and frameworks in the four functions of management: planning, organizing, leading and controlling **CO3:** Analyse organizational case situations in different functions of management **CO4:** Evaluate leadership styles to be able to anticipate the consequences of leadership styles **CO5:** Analyse both qualitative and quantitative information to isolate issues and formulate best control methods
Pre-requisite		To have general awareness of the current business environment
Course Outline		**Unit I** **Introduction to Management and Organizations** Definition of Management; Science or Art; Manager vs Entrepreneur; Types of Managers; Evolution of School of Management; Managerial Roles and skills **Unit II** **Business Organization & Planning** Types of Business Organization- Sole Proprietorship, Partnership, Company- Public and Private Sector Enterprises; Organization Culture and Environment; Current Trends and Issues in Management. Nature and Purpose of Planning- Planning Process; Types of Planning, Objectives; Setting Objectives, Policies, Planning Premises, Strategic Management. Planning Tools and Techniques- Decision Making Steps and Process.

	Unit III **Organizing & Staffing** Nature and Purpose of Organizing; Formal and Informal Organization; Organization Chart, Organization Structure, Types- Line and Staff Authority; Departmentalization; Delegation of Authority; Centralization and Decentralization Job Design- Introduction to Human Resource Management; HR Planning, Recruitment, Selection, Training and Development, Performance Management, Career Planning and Management. **Unit IV** **Foundations of Individual and Group Behaviour** Motivation-Motivation Theories; Maslow's Theory, Herzberg Two Factor Theory, ERG Theory, McClelland's Need Theory, X, Y & Z Theory. Job Satisfaction; Job Enrichment; Leadership- Types and Theories of Leadership – Trait Theory, Behavioral Theory (Ohio, Michigan & Managerial Grid). **Unit V** **Controlling** System and Process of Controlling- Budgetary and Non-budgetary Control Techniques- Introduction to MIS, TQM, Six –Sigma. Use of Computers and IT in Management Control- Productivity Problems and Management (CPM, PERT); Control and Performance; Direct and Preventive Control – Reporting.
Pedagogy	• Presentations • Role plays • Case Analysis
Evaluation	• Continuous Internal Evaluation (CIE): 40 marks • End Semester Evaluation (ESE): 60 marks
Suggested Readings	**Text Books** • Vashishth Neeru & Vashishth Vibhuiti. (2019). Principles of Management, Taxman Publication, New Delhi • L.M. Prasad (2021); Principles & Practices of Management, Sultan Chand & Sons, New Delhi, 10th Edition, • Harold, K., & Heinz, W. (2018). Essentials of management. Tata Mc Graw Hill.

Facilitating the Achievement of Course Outcomes (COs)

Sl. No	CO	Classroom Activities & Techniques	Assessment Method	Bloom's Taxonomy Level
CO1	Understand the Describe and communicate the management evolution and	Lectures, case discussion		1, 2

	how it will affect future managers		Quiz, Assignments, Written-test	
CO 2	Conceptually explain the fundamental terminology and frameworks in the four functions of management: planning, organizing, leading and controlling	Lectures, identifying analyzing problems through case study discussions	Quiz, Assignments, Written-test	2
CO 3	Analyse organizational case situations in different functions of management	Lectures, case discussion	Quiz, Assignments, Written-test	4
CO 4	Evaluate leadership styles to be able to anticipate the consequences of leadership styles	Lectures, case discussion	Presentations, Assignments	2
CO 5	Analyze both qualitative and quantitative information to isolate issues and formulate best control methods	Lectures, and discussions	Presentations, Assignments	4 & 5

Bloom's Taxonomy: Level 1: Remembering; Level 2: Understanding**;** Level 3: Applying**;** Level 4: Analysing; Level 5: Evaluating **;** Level 6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (CO)	**Programme Outcomes (POs)**										
	PO 1	**PO 2**	**PO 3**	**PO4**	**PO 5**	**PO6**	**PO 7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	3	-	2	-	2	1	-	1	-	1	2
CO 2	3	2	1	-	2	1	-	2	-	-	1
CO 3	3	2	1	-	2	1	-	2	2	3	1
CO 4	3	3	2	-	3	2	1	2	1	2	2
CO 5	3	3	3	-	1	1	-	3	2	2	1

Assessment Pattern & Marks Distribution

Continuous Internal Evaluation (CIE)- 40 Marks

Bloom's Category	Presentation-I (15)	Writing Assignments (10)	Presentation-II (15)
Remember			
Understand	5	5	5
Apply	5		5
Analyze	5	5	5
Evaluate			
Create			

End Semester Evaluation (ESE)- 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	
Understand	15
Apply	20
Analyze	15
Evaluate	10
Create	

Course Name	**MANAGERIAL ECONOMICS**
Course Code	**BBA1-1001**
Course Credit	**3 (2L, 1T)**
Sessions	**45 (30 L – 15 T)**
Course Type	**Interdisciplinary Minor**
Semester	**I**
Objectives	The objectives of this course are to: o the students to develop knowledge on fundamentals of economics. ble students to describe business environment, business statistics and its act on the growth of an economy. vide the students with techniques to understand and apply economic delling. ble students to synthesize related information and evaluate options for iness trend forecasting and corporate governance.
Course Outcomes (COs)	Upon successful completion of the course, the students will be able to:

	CO1: Learn the principles of Economics, applications, and to perform simulation learning in business management. **CO2:** Interpret and execute the consumer choices and production process, and evaluate market structures accordingly. **CO3:** Summarize and execute the forecasting techniques. **CO4:** Apply Cost, Revenue, Elasticity, Returns to Scale, and Market Dynamics in Managerial Decision Making.
Pre-Requisite	Principles of Economics, Basic Statistics, Introductory Mathematics and Business Affairs.
Course Outline	**Unit- I** **Principles of Economics** Demand, Supply and Equilibrium Analysis; Measurement of Demand; Demand Forecasting; Elasticity of Demand; Market Equilibrium **Unit- II** **Consumer Behaviour** Utility; Indifference Curve Theory; Positive and Normative Economics; Marginal Rate of Substitution and Budget Line **Unit- III** **Production Function** Isoquants; Production Functions; Total, Average and Marginal Revenue Functions; Returns to Scale; Short Run and Long Run Stages of Production **Unit- IV** **Measuring Cost Functions** Economies and Diseconomies of Scale; Profit Function Analysis; Calculus Applications; Short Run and Long Run Cost Functions **Unit- V** **Market Structures and Equilibrium** Pure Competition; Perfect Competition; Monopoly; Oligopoly; Monopolistic Competition; Game Theory Applications; Market Equilibrium Conditions
Evaluation	Continuous Internal Evaluation (CIE): 40 marks End Semester Evaluation (ESE): 60 marks
Pedagogy	Lectures & Practical exercises
References	**Text Books** • A. Koutsoyiannis, 2021, 'Modern Microeconomics', Fourth Edition, Macmillian and co. India. **Other Readings** • Gould. J., Jr. Edward L., 2021, 'Microeconomic Theory', Third Edition, Richard D, Irwin. Inc. • Robert S. Pindyck, Daniel I . Rubinfeld, 'Microeconomics', 2022, Sixth Edition, Prentice Hall of India.

Facilitating the Achievement of Course Outcomes

Sl. No	CO	Classroom Activities & Techniques	Assessment Method	Bloom's Taxonomy Level
CO1	Learn the principles of Economics, applications, and to perform simulation learning in business management.	Case Study Approach	Mock Test and MCQ	1,2
CO 2	Interpret and execute the consumer choices and production process, and evaluate market structures accordingly.	Assignments from End Chapter and Data Extrapolation	Online Simulation using E Views	2, 3
CO 3	Summarize and execute the forecasting techniques	MS Excel based National Income Accounting	MS Excel based Modeling	1,3,4
CO 4	Apply Cost, Revenue, Elasticity, Returns to Scale, and Market Dynamics in Managerial Decision Making	Project Assignment	Online Submission using E Views	3, 4

Bloom's Taxonomy: Level 1: Remembering; Level 2: Understanding**;** Level 3: Applying **;** Level 4: Analysing; Level 5: Evaluating **;** Level 6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (CO)	Programme Outcomes (POs)										
	PO 1	**PO 2**	**PO 3**	**PO4**	**PO 5**	**PO6**	**PO 7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	1		3		3				2		2
CO 2		2	3	3			3		1	1	2
CO 3			3		2					1	2
CO 4		2	3			3		3	1		2
CO 5	2		3	2			3			1	1

Assessment Pattern & Marks Distribution
Continuous Internal Evaluation (CIE) 40 Marks

Bloom's Category	Presentation (10)	Writing Assignments (10)	Project Simulation (20)
Remember	5		
Understand			5
Apply	5	5	5
Analyze		5	5
Evaluate			
Create			5

End Semester Evaluation (ESE) 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	5
Understand	15
Apply	20
Analyze	5
Evaluate	10
Create	5

Course		**ENGLISH LANGUAGE AND COMMUNICATION**
Code		**BBA1-1003**
Course Type		**Ability Enhancement Course (AEC)**
Credit		**3(2-T, 1-L)**
Semester		**I**
Objectives		The objectives of this course are to: • develop the students' English language proficiency by focusing on the four language skills of Listening, Speaking, Reading and Writing; • strengthen their real-time language use in social & professional contexts • develop the ability to use technology in speaking & writing
Course Outcomes(COs)		Upon successful completion of the course the students will be able to: **CO1:** Apply the skills of Active Listening with purpose to be able to understand, infer for effective communication **CO2:** Apply the principles of fluency & accuracy to be able to speak clearly & coherently in social & professional contexts in one-to one & group situations

		CO3: Determine the main idea, summarize the texts in their own words & interpret the information from charts & graphs **CO4:** Demonstrate the principles of effective writing & three- step writing process in writing expository paragraphs **CO5:** Apply latest technology for classroom presentation
Pre-requisite		Intermediate level vocabulary and knowledge of basic structures in English. Ability to express basic things in English with minimum sentence level proficiency in reading and writing.
Course Outline		**Unit- I** **Mastering Listening Skills** Introduction to the language skills; Listening -What and How, Listening Proficiency (IELTS); Listening Practice (IELTS); Note-taking; Critical Listening; Active Listening Skills **Unit- II** **Improving Oral Proficiency in English** Language Functions: Introducing, Describing, Narrating (story-telling); Planning, Asking and Giving Information; Instructing; Expressing Opinions **Unit- III** **Critical Comprehension Skills** Reading Comprehension: Scanning & Skimming, Inferential Comprehension; Interpreting Management Cases; Reading to Summarize: Note Making; Reading Newspaper (General and Business related) and Responding **Unit- IV** **Writing Clearly & Coherently** Writing- How of Writing; Three-step Writing process; Brainstorming, Drafting; Getting it Right- Rewriting-Revising & Proofreading; Coherence & Cohesion; Focus; Writing Expository Paragraphs: Word Choices, Sentence Structures **Unit-V** **Presentation with Technology** Communication with Technology; Digital Stories; Presentation with Technology; Communicating through Email
Lab Activities:		**Lab-1 Credit** **Session 1**: Measuring listening proficiency (IELTS Test) **Session 2-4**: Active Listening **Session 5**: Note-taking **Session 6**: Critical Listening **Session 7**: Retelling story **Session 8**: Reading Comprehension **Session 9**: Reading to Summarize & Infer

		Session 10: Situational Dialogues Session 11: Group Discussion **Session 12**: Language Functions in Situational Dialogues **Session 13-14-15**: Tests on LSRW
Pedagogy		• Classroom Discussion • Language Lab • Presentation • Assignments • Role-play • Blended Learning
Evaluation		Continuous Internal Evaluation (CIE): 40 marks End Semester Evaluation (ESE): 60 marks
Suggested Reading		**Text Books** • Kumar, Sanjay & Puspa Lata (2018). Communication Skills: A Workbook. OUP. New Delhi • Mukherjee S. Hory (2016). Business Communication: Connecting Work. Sec. Ed. OUP, New Delhi **References** • Harvard Business Essentials: Business Communication: 9 Steps to Help You Engage Your Audience • Foundation Course: Language, Literature & Creativity, Orient Black Swan, 2018, University of Delhi

Facilitating the Achievement of Course Outcomes (COs)

Sl. No	CO	Classroom Activities & Techniques	Assessment Method	Bloom's Taxonomy Level
CO1	Apply the skills of Active Listening with purpose to be able to understand & infer for effective communication	Discussion & Listening activities (Language Lab)	Listening Test in English (IELTS)	2
CO 2	Apply the principles of fluency & accuracy to be able to converse clearly & coherently in social &professional contexts in one-to one & group situations	Classroom discussion, Role-play, videos Situational Dialogue & Discussion	Small Presentations	2, 3

CO 3	Determine the main idea in the text, summarization of the texts in own words & interpret the information from charts & graphs.	Reading Comprehension activities, Summarizing	Reading Tests for Critical Reading	3, 4
CO 4	Demonstrate the principles & three- step writing process in writing expository paragraphs	Writing workshop on Topic Sentence, Transitional Expressions, Writing Individually	Paragraph Writing	3, 4
CO 5	Apply the latest technology for classroom presentation & Email	Classroom Presentation	Presentation in groups & Email Writing	4 &5

Bloom's Taxonomy: Level 1: Remembering; Level 2: Understanding; Level 3: Applying; Level 4: Analysing; Level 5: Evaluating; Level 6: Creating

Mapping of Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (CO)	**Programme Outcomes (POs)**										
	PO 1	**PO 2**	**PO 3**	**PO4**	**PO 5**	**PO6**	**PO 7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	2	-	3	-	1	-	-	2	2	1	2
CO 2	-	-	3	-	1	1	-	2	2	1	2
CO 3	-	-	3	-	-	-	-	2	2	1	2
CO 4	2	-	3	-	-	1	-	2	2	1	2
CO 5	2	-	3	-	-	-	3	2	2	1	2

Assessment Pattern & Marks Distribution

Continuous Internal Evaluation (CIE)- 40 Marks

Bloom's Category	**Presentation** (10)	**Writing Assignments** (10)	**Lab** (20)
Remember			
Understand			5
Apply	5	5	5
Analyze	5	5	5
Evaluate			5
Create			

End Semester Evaluation (ESE)- 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	
Understand	15
Apply	20
Analyze	15
Evaluate	10
Create	

Course Name	**INFORMATION TECHNOLOGY AND ANALYTICS**
Course Code	**BBA1-1004**
Course Type	**Skill Enhancement Course**
Course Credit	**3(2-L + 1-T)**
Semester	**I**
Objectives	The objectives of this course are to: • enable the students understand the basis of software skills required for managers. • focus on data communication and computer networking required for organization • gain the practical applications of data analysis using various software tools.
Course Outcomes(COs)	Upon successful completion of the course, the students will be able to: **CO 1:** Understand the basics of computer and software **CO 2:** Apply Information and Communication Technology skills **CO 3:** Understand Data Communication and Computer Networks **CO 4:** Apply computer knowledge for E-commerce **CO 5:** Analyze data using software
Pre-Requisite	Fundamental Knowledge of Numbers and Data
Course Outline	**Unit I** **Computer Software** Software and Hardware components; Types of Software; Different Terminologies of Computer Systems: CPU, Memory, RAM, ROM, Mother Board; Introduction to the Operating System: Functions and Types; State-of-the-art Operating Systems and Features; Database Fundamentals; Recent trends in Software; Use of Software Packages: Spreadsheet; Application Development Using Spreadsheet Package; What-IF Analysis; Pivot Tables; Charts etc. **Unit II** **Business Data Processing** Concepts of BDP; Data Storage Hierarchy; File Management System; File Type: Master, Transaction, Report, Output and Backup; File Organizations: Sequential,

	Direct and Indexed; Merits and Demerits of Different File Organizations and its Utility in Application Development. **Unit III** **Data Communication and Computer Networks** Basic Components of Data Communication System; Transmission Media; Computer Network: LAN, WAN, MAN, Network Topologies; Communication Protocol; Internet and its Applications; Internet Terminologies: Web Page, Website, Browser, URL, FTP, TELNET, WWW, HTTP, ISP, HTML, Download and Upload; Getting connected to Internet; Distributed & Cloud Computing. **Unit IV** **E-Commerce** E-commerce and its Technological Aspects of E-Commerce; Introduction to E-Commerce; Different types of E-commerce; Different business models; E-commerce scenarios; Applications of E-commerce; Electronic Market; Electronic Data Interchange; Internet Commerce; Internet payment systems; Benefits and limitations of E-Commerce. **Unit V** **Business Analytics** Motivation for Studying Business Analytics; Emergence of Business Analytics; Understanding Business Analytics; Advantages of Business Analytics; Making the Best Use of Business Analytics; Challenges to Business Analytics; Analytics in Different Domains of Business; Levels of Analytic Maturity; Managing a Business Analytics case studies.
Pedagogy	• Presentations • Problem Solving • Case Analysis
Evaluation	• Continuous Internal Evaluation (CIE): 40 marks • End-Semester Evaluation (ESE): 60 marks
References	**Text Books** • Loden, D. (2018). *Management Information Systems: Managing the Digital Firm* (15th ed.). Pearson. • Sinha, P.K. (2016). *Computer Fundamentals*. BPB Publications. • Davis, G.B., & Olson, M.H. (2016). *Management Information System.* Tata McGraw-Hill. **Other Readings** • Computer Application for Business-Sudalaimuthu-HPH • Computer Fundamentls by P.K. Sinha and Priti Sinha, BPB Publications. • Introduction to Information Technology, Pearson Education, ITL Education Solutions Ltd. • Computers Today by B.S. Basundhara, Galgotia Publications. • Fundamentals of Computers By Rajaraman, Prentic-Hall India

Facilitating the Achievement of Course Outcomes

Unit No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Blooms Taxonomy Level
CO1	Understand the basic of computers and software	Lectures, case discussion	Quiz, Assignments, Written-test	2
CO2	Apply Information and Communication Technology skills	Lectures, problem solving, laboratory sessions	Hands-on test, Quiz, Assignments, Written-test	3
CO3	Understand Data Communication and Computer Networks	Problem discussion, case discussion	Quiz, Assignments, Written-test	2
CO4	Apply computer knowledge for E commerce	Case discussion	Hands-on test, Assignments, Quiz, Written-test	3, 4
CO5	Analyze data using software	Lectures, case discussion with software, laboratory sessions	Quiz, Assignments, Written-test	3, 4

Bloom's Taxonomy: Level 1: Remembering; Level 2: Understanding; Level 3: Applying
Level 4: Analysing; Level 5: Evaluating; Level 6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

	Programme Outcomes (POs)										
Course Outcomes (COs)	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	2	-	2	2	-	-	-	2	2	2	-
CO 2	2	3	3	2	3	3	1	2	3	2	3
CO 3	2	3	-	3	4	4	3	-	3	2	-
CO 4	3	3	3	2	3	-	3	-	3	2	2
CO5	2	3	3	3	-	-	3	-	3	-	-

Assessment Pattern and Marks Distribution

Continuous Internal Evaluation (CIE) - 40 Marks			
Bloom's Category	**Presentation (5)**	**Assignment (15)**	**Lab Test (20)**
Remember			
Understand			5
Apply		5	5
Analyze	5	5	5
Evaluate		5	5
Create			

End Semester Examination (ESE) - 60 Marks

Bloom's Taxonomy Level	Test Mark
Remember	
Understand	15
Apply	15
Analyze	15
Evaluate	15
Create	

Course Name	**ENVIRONMENTAL STUDIES**
Course Code	**BBA1-1006**
Course Type	**Value-added Course**
Course Credit	**2 (1L, 1T)**
Semester	**I**
Objectives	The objectives of the course are to: • make the students aware of the importance of protection of environment and conservation of natural resources like land, water, forest and mines etc. • make them understand and appreciate the policies and legislations enacted in the country to protect environment
Course Outcomes(COs)	After undergoing the course, a student will be able: **CO 1***:* Apply systems concepts and methodologies to analyse and understand interactions between social and environmental processes. **CO 2***:* Reflect critically about their roles and identities as citizens, consumers and environmental actors in a complex, interconnected world. **CO 3:** Demonstrate proficiency in quantitative methods, qualitative analysis, critical thinking, and written and oral communication needed to conduct high-level work as interdisciplinary scholars and/or practitioners. **CO 4:** Understand the utility of environmental sources. **CO-5:** Analyse the ecosystem and able to understand the different types of pollutions in country
Pre-requisite	Principles of Management and Organizational Behaviour

Course Outline	**Unit- I** **Introduction to environmental studies & Ecosystems** Multidisciplinary nature of environmental studies; components of environment, atmosphere, hydrosphere, lithosphere and biosphere. Scope and importance **Unit- II** **Natural Resources: Renewable and Non-renewable Resources** Land Resources and land use change; Land degradation, soil erosion and Desertification. Deforestation: Causes and impacts due to mining, dam building on environment, forests, biodiversity, and tribal populations. Water: Use and over-exploitation of surface and ground water, floods, droughts, conflicts over water (international & inter-state). **Unit- III** **Biodiversity and Conservation** Levels of biological diversity: genetic, species and ecosystem diversity. Biogeography zones of India; Biodiversity patterns and global biodiversity hot spots, India as a mega-biodiversity nation. **Unit IV** **Environmental Pollution & Environmental Policies & Practices** Environmental pollution: types, causes, effects and controls; Air, water, soil, chemical and noise pollution, Nuclear hazards and human health risks, Solid waste management: Control measures of urban and industrial waste. Pollution case studies. **Unit- V** **Human Communities and the Environment** Human population and growth: Impacts on environment, human health and welfares. Carbon footprint. Resettlement and rehabilitation of project affected persons, case studies. Disaster management: floods, earthquakes, cyclones and landslides.
Evaluation	Continuous Internal Evaluation (CIE): 40 Marks End-Semester Evaluation (ESE): 60 marks
Pedagogy	• Presentations • Role plays • Case-let Analysis
Suggested Readings:	**Text Books:** • Miller T.G. Jr. Environmental Science, Wadsworth Publishing Co.

		• Erach Bharucha, Environmental Studies, University Grants Commission **Reference Books:** • Carson, R. (2002). *Silent Spring*, Houghton Mifflin Harcourt. • Gadgil, M., & Guha, R. (1993). *This Fissured Land: An Ecological History of India*. Univ. of California Press. • Gleeson, B. & Low, N. (eds.) (1999). *Global Ethics and Environment*. London, Routledge.

Facilitating the Achievement of Course Outcomes

Unit No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method
1	**CO1**	Class lectures, Audio visuals	Quiz
2	**CO2**	Lecture, presentation and activity. Topics for short term projects to be given.	Individual and team-based tasks, Project Reports
3	**CO 3**	Case discussions	Group Case Presentation,
4	**CO4**	Discussions, Research Project	Group Assignment, Research Reports.
5.	**CO5**	Field Visits	Visit Reports

Course Outcomes (CO)	**Programme Outcomes (POs)**										
	PO 1	**PO 2**	**PO 3**	**PO4**	**PO 5**	**PO6**	**PO 7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1			3		3				2		
CO 2		2		3			3		1	1	
CO 3	1				2					1	2
CO 4		2				3		3	1		2
CO 5	2		3	2			3			1	1

Assessment Pattern & Marks Distribution

Continuous Internal Evaluation (CIE) 40 Marks

Bloom's Category	**Presentation** (10)	**Writing Assignments** (10)	**Project Simulation** (20)
Remember	5		
Understand			5
Apply	5	5	5

Analyze		5	5
Evaluate			
Create			5

End Semester Evaluation (ESE) 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	5
Understand	15
Apply	20
Analyze	5
Evaluate	10
Create	5

Course Name		**HEALTH AND WELLNESS**
Course Code		**BBA1-1005**
Course Credit		**1 (10 L – 5 T)**
Course Type		**Value Added Course**
Semester		**I**
Objectives		The objectives of the course are to: • explain the importance of regular exercise and how it may even help clear away plaques that contribute to Alzheimer's disease • reveal the importance of sleep- and the sleep stage that's most important for memory • help a student manage stress and explains why comfort foods are "comforting" • show the importance of staying socially active- it may help delay dementia • assist in creating a safe, well-rounded exercise plan - one that fits your life and that you will be likely to stick with • help discover the right blend of exercises which incorporates aerobic workouts, as well as stretching and strength-building exercise routines
Course Outcomes (COs)		Upon successful completion of the course, the students will be able to: **CO1:** Learn the aerobic workouts for better cardiovascular health **CO2:** Apply techniques for maximizing the exercise's benefits and Meditation **CO3:** Make exercising a part of healthy lifestyle **CO4:** Apply right posture from ancient Yoga and planning for diet
Pre-Requisite		Should have the ability to motivate themselves

Course Outline	**Unit I** **Introduction** Course overview, Exercise: What and how much? Creating your workout plan, A word about posture, Key terms you'll want to know, Safety first! **Unit II** **Basic Exercising** Getting Started with Cardio Exercise, workout with arm sweeps, workout with resistance bands, Chest punch, Sword pull, Two-handed pull down, Triceps pull, Biceps curl **Unit III** **Benefits of Exercise** Benefits of Exercise, exercise prevents cardiovascular disease, Exercise helps fight diabetes, What happens when you exercise? Basic Yoga from Home
Evaluation	Continuous Internal Evaluation (CIE): 40 marks End Semester Evaluation (ESE): 60 marks
Pedagogy	Experiential Learning, Simulation & Project
References	**Text Book** • H. Benson and E. Stuart (2021). The Wellness Book: The Comprehensive Gu to Maintaining Health and Treating Stress-Related Illness, Amazon **Other Readings** • B.L. Seaward (2022). Health and Wellness Journal Workbook, Amazon

Facilitating the Achievement of Course Outcomes

Sl. No	CO	Classroom Activities & Techniques	Assessment Method	Bloom's Taxonomy Level
CO1	Learn the aerobic workouts for better cardiovascular health.	Case Study Approach	Mock Test and MCQ	1,2
CO 2	Apply techniques for maximizing the exercise's benefits and Meditation	Essay Type Questions	Role Play	2, 3
CO 3	Making exercising a part of healthy lifestyle	Exercise Charts	Cognitive Fitness Test	1,3,4
CO 4	Apply right posture from ancient Yoga	Project Assignment	Fitness Management Test	3, 4

	and planning for diet			

Bloom's Taxonomy: Level 1: Remembering; Level 2: Understanding; Level 3: Applying; Level 4: Analysing; Level 5: Evaluating; Level 6: Creating

Mapping of the Course Outcomes to the Programme Outcomes (POs)

Course Outcomes (COs)	**Programme Outcomes (POs)**										
	PO 1	**PO 2**	**PO 3**	**PO4**	**PO 5**	**PO6**	**PO 7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	1		3		3				2		2
CO 2		2	3	3			3		1	1	2
CO 3			3		2					1	2
CO 4		2	3			3		3	1		2
CO 5	2		3	2			3			1	1

Assessment Pattern & Marks Distribution

Continuous Internal Evaluation (CIE) 40 Marks

Bloom's Category	**Presentation** (10)	**Writing Assignments** (10)	**Project Simulation** (20)
Remember	5		
Understand			5
Apply	5	5	5
Analyze		5	5
Evaluate			
Create			5

End Semester Evaluation (ESE) 60 Marks

Bloom's Taxonomy Level	**Test Marks**
Remember	5
Understand	15
Apply	20
Analyze	5
Evaluate	10
Create	5

Multi-disciplinary Course-I

BUSINESS LAW AND IPR

Course Name		**BUSINESS LAW AND INTELLECTUAL PROPERTY RIGHTS**
Course Code		
Course Credit		**3**
Contact hours (L-T-P)		**3-1-0**
Course Type		**Disciplinary**
Semester		**I**
Objectives		The objectives of this course are: 1. Inculcate among the students the basic principles of law connected with business transactions 2. To enable students to apply the law while entering into contracts 3. To provide a basic idea of the law relating to partnership and sale of goods 4. To provide an outline of the fundamentals of Company Law 5. To convey the core ideas of Intellectual Property Rights
Course Outcome (CO)		After undergoing the course, a student will be able: CILO1: To understand and recognize when one has a legal issue in various business settings and transactions. CILO2: To apply sound legal reasoning and critical thinking to legal positions. CILO3: To analyse and review legal factual situations. CILO4: To evaluate legal conditions and reach to a conclusion regarding legal & IPR issues.
Pre-Requisite		Nil
Course Outline		**UNIT I GENERAL PRINCIPLES OF CONTRACT** 1.1 Law of Contract-Essential elements of Contract, kinds of contract. 1.2 Offer & acceptance – essentials of valid offer & acceptance. 1.3 Capacity of Parties – rules related to minor's agreement, disqualified persons. **Unit II: Legality & Discharge of Contracts** 2.1 Discharge of contracts 2.2 Breach of contract and remedies for breach of contract. 2.3 Contract of Indemnity & Guarantee **UNIT III: OVERVIEW OF LAW RELATING TO SALE OF GOODS AND PARTNERSHIP** 3.1 Definition of goods, conditions and warranties

	3.2 rights of buyer and unpaid seller 3.3 Definition of 'partnership,' 'partner,' 'firm' and 'firm name.' **UNIT IV SALENT FEATURES OF COMPANY LAW** 4.1 Meaning, definition and characteristics of a company, kinds of companies, 4.2 Lifting the corporate veil, Corporate criminal liability. 4.4 Natures and Types of Prospectus, Shares and debentures 4.5 Director, members & shareholders. 4.6 Corporate Governance and Corporate Social Responsibility **UNIT V FUNDAMENTALS OF INTELLECTUAL PROPERTY RIGHTS** 5.1. The concept of Intellectual Property Law, Types of intellectual property, Industrial property 5.2. Patent: Meaning, importance, kinds, and term of protection 5.3. Copyright: Concept, types and term of protection 5.4. Trademarks and Designs: Meaning and concept 5.5. Geographical indications and Traditional knowledge: Meaning, importance and protection
Evaluation	▪ Continuous Evaluation: 40 % ▪ End Semester Assessment : 60 %
Practical Exercises	The learners are required to: Discuss and debate on important issues and prepare projects
References	1. Dr. R. K. Bangia, The Indian Contract Act, Allahabad Law Agency 2. Avtar Singh, Law of Contract and Specific Relief (EBC Web Store) 3. Mulla, The Sale of Goods Act and Partnership Act, (Lexis Nexis) 4. Prithivi Raj, Law of Contract. 5. Lexis Nexis, Corporate Laws 2013 (Palmtop Edition) 6. Avtar Singh : Company Law 7. The New Company Law, Dr. N.V. Paranjape, Central Law Agency. 8. V. K. Ahuja, The Law relating to Intellectual Property Law

Facilitating the achievement of Course Learning Outcomes

Module No.	Course Intended Learning Outcomes (CILO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
1.	CILO1	Conduct discussions and set up a mock court	Quiz	2

2.	CILO2	Lecture, presentation and activity. Topics for short term projects to be given.	Individual and team-based tasks, Project Reports	3
3.	CILO3	Case laws, discussions	Group Case Presentation,	4
4 & 5	CILO4	Discussions, Research Project	Group Assignment, Research Reports.	5

Bloom's Taxonomy:
Level 1: Remembering
Level 2: Understanding
Level 3: Applying
Level 4: Analysing
Level 5: Evaluating

Mapping of the Course Intended Learning Outcomes to the Programme Intended Learning Outcomes

Course Intended Learning Outcomes (CILO)	**Programme Intended Learning Outcomes (PILO)**							
	PILO1	**PILO2**	**PILO3**	**PILO4**	**PILO5**	**PILO6**	**PILO7**	
CILO 1		√						
CILO 2	√	√	√					
CILO 3	√	√	√					
CILO 4	√	√			√		√	
Total	3	4	2		1		1	

Programme Intended Learning Outcome Details:

On successfully completing the program the student will be able to:
PILO1: Apply knowledge of management theories and practices as well as demonstrate appropriate skills and attitude for solving business problems;
PILO2: Understand and communicate economic, social, legal, ethical and global aspects of business;
PILO3: Conduct research and use analytical & critical thinking skills for data-based decision making;
PILO4: Develop self and others effectively in a team environment for the achievement of organisational goals;
PILO5: Communicate effectively in business environment;
PILO6: Develop sensitivity towards the important roles of leadership in managing business in a socially responsible manner &
PILO7: Formulate and implement innovative and sustainable business interventions.

SEMESTER II

Semester	Disciplinary Major	Interdisciplinary Minor	Multidisciplinary	Ability Enhancement	Skill Enhancement	Value-added Course	Total Credit
II	Organizational Behaviour (4 credit)	Financial Accounting (4 credit)	Multidisciplinary Course-2 Cyber Security (3 credit)	Business Communication & Presentation (3 credit)	Programming Skills (3 credit)	IKS (Indian Knowledge System) (3 credit)	20

Course Name		**ORGANIZATIONAL BEHAVIOUR**
Course Code		**BBA1-2000**
Course Type		**Disciplinary Major**
Course Credit		**4(3-L, 1-T)**
Semester		**II**
Objectives		The objectives of this course are: • to provide students with knowledge regarding behaviour in organization; • to help students to understand the roles, challenges, and opportunities of an organization; and • to help students understand how productivity can be enhanced from individual behaviour in organization
Course Outcome (CO)		Upon successful completion of the course the students will be able to: **CO1:** Define different concepts and theories in the organization **CO2:** Analyse the concept of values, attitude, perception and motivation in the context of behavior in organization **CO3:** Articulate the group and team behavior as per appropriate situations **CO4:** Apply the concepts of conflict and negotiation at work **CO5:** Understand and apply concepts related to organizational structure and culture at work settings
Pre-requisite		The student should come prepared with suggested readings
Course Outline		**Unit– I** **Understanding Organisational Behaviour** Definition of Organizational Behaviour, Models of Organizational Behaviour, Challenges and opportunities for Organizational Behaviour. Personality – Big Five Model, Job fit theory. Role of personality analysis in the age of Industry 5.0. **Unit - II** **Foundations of Individual Behaviour** Values and Attitudes: Formation of values and attitudes, values across culture, attitude-behavior relationship, changing attitudes, job-related attitudes. Motivation: Meaning, contemporary theories of motivation, motivating employees through various measures; Perception and Attribution: Meaning, factors influencing perception, Attribution theory, errors in attribution, decision making, rationality, and individual differences in decision making. **Unit - III** **Foundations of Group Behaviour** Nature of Groups –Types of groups, The five-stage model. Group structure:

		Formal leadership; Roles; Norms; Status; Size; Composition; Group tasks; Group processes. Understanding Work Teams: Definition; Benefits; Difference between work groups and work teams; Types of work teams; Team effectiveness; Shaping individuals into team players; Teams and Total Quality Management; Teams and workforce diversity. Leadership: Situational theories of leadership, Charismatic, Transactional and transformational theories of leadership, contemporary issues in leadership. Leadership in the age of Industry 5.0. **Unit - IV** **Intergroup Behaviour** Conflict and Negotiation: Sources of conflict; Classification of conflict; The conflict process; Understanding negotiation; The negotiation process; Types of negotiation in organization; Issues in the Negotiation Process. Power and Politics: Definition and meaning of Power; Distinctions between power, authority and influence; Bases of power; Power in groups: Coalitions; Organizational politics; Definition and nature of politics; Factors relating to political behaviour. **Unit- V** **Foundations of Organization Structure** Definition of Structure; Key elements in designing an organization structure; Types of organizational designs; Organizational structures in new age of Industry 5.0, Employee behavior in different organizational structure. Organizational Culture: Definition of organizational culture; Characteristics of organizational culture; Uniformity of culture; Types of culture; Functions of culture; Learning culture: Stories; rituals and ceremonies; Material symbols; Language; Changing organizational culture in the era of digitalization and Industry 5.0.
Pedagogy		• Classroom Presentation • Short case lets and example-based discussion • Video and audio presentation form online platforms • Intra-group activities • Delivery on specific topics by students
Evaluation		• Continuous Internal Evaluation (CIE): 40 marks • End Semester Evaluation (ESE): 60 marks
Suggested Readings		**Text Book** • Robbins, S. P., Judge, T. A., & Vohra, N. (2017). Organizational Behaviour (16th Eds.). Tamil Nadu: Pearson India Education Services Pvt. Ltd. **Reference Books** • Nelson, D.L., Quick, J.C., & Khandelwal, P. (2016). *ORGB* (2nd ed.). Cengage. • Journal of Organizational Behavior

Facilitating the Achievement of Course Outcomes (COs)

Sl. No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
CO 1	Define different concepts and theories in the organization	Lecture, discussion through case lets and cases	Small group exercises, Question and answer	2
CO 2	Analyze the concept of values, attitude, perception and motivation in the context of behavior in organization	Classroom discussion and group presentation, situation based problem solving.	Case analysis and Group Presentation	3
CO 3	Articulate the group and team behavior as per appropriate situations	Case analysis and role play activity	Case analysis and Video making	3
CO 4	Apply the concepts of conflict and negotiation at work	Lecture, discussion, case studies, presentation	Assignment and situational activity	3
CO 5	Understand and apply concepts related to organizational structure and culture at work settings.	Case studies and discussion	Project Presentation and question answer	4

Bloom's Taxonomy: Level 1: Remembering; Level 2: Understanding**;** Level 3: Applying; Level 4: Analysing; Level 5: Evaluating; Level 6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes (POs)										
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO 1	3	-	-	-	-	-	-	1	1	1	1

Course Outcomes (COs)	Programme Outcomes (POs)										
CO 2	3	-	-	-	2	-	-	1	2	2	-
CO 3	3	1	1	-	2	1		1	2	2	-
CO 4	3	1	1	-	2	1		1	2	2	1
CO 5	3	-	-	-	1	1	-	-	2	1	-

Assessment Pattern & Marks Distribution
Continuous Internal Evaluation (CIE)- 40 Marks

Bloom's Category	Quiz (10)	Presentation (10)	Assignments & Project (10)	Case Analysis (10)
Remember				
Understand	5	5		
Apply	5	5	6	4
Analyze			4	6
Evaluate				
Create				

End Semester Evaluation (ESE)- 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	
Understand	15
Apply	25
Analyze	15
Evaluate	05
Create	

Course Name	**FINANCIAL ACCOUNTING**
Course Type	**Interdisciplinary Minor**
Course Code	**BBA1-2001**
Course Credit	**4 (3-L, 1T)**
Semester	**II**
Objectives	The objectives of the course are to: • make the students aware of the general objectives of accounting and the various types of accounting. • develop the ability in the students to apply independently the principles and solve accounting-related issues. • familiarize the students with the enlarged boundary of the accounting profession and the areas where accounting plays an important role in the functioning of an organization.
Course Outcomes(COs)	On the completion of this course, the students will be able to: **CO-1**- Understand the meaning of accounting and classify the types of accounting; Accounting System. **CO-2**-Apply the rules of debit and credit in the preparation of financial statements of a sole-proprietorship organization. **CO-3**-Analyze the Depreciation Policies, Profit and Loss Account, and Balance Sheet of Different Forms of Business **CO-4**-Evaluate the reason for the existence and survival of a company; accounting treatment for under-subscription and over-subscription of shares of a company.
Prerequisite	Basic knowledge of Accounting
Course Outline	**Unit I** **Introduction to Accounting** Objects and functions of accounting, accounting as the language of business, branches of accounting, systems of accounting- single entry and double entry systems, accounting concept and conventions, accounting cycle, classifications of accounts, recording business transactions, journalizing, rules of Journalizing, ledger posting. **Unit II** **Preparation of Trial Balance** The preparation of trial balance, objects in drawing up a trial balance, defects of trial balance. Capital and revenue expenditures and receipts. Errors & their rectification. **Unit III** **Final Accounts** Preparation of Final Accounts- Trading, Profit & Loss Account & Balance Sheet - simple & with adjustments, manufacturing account.

	Unit IV **Depreciation** Depreciation accounting and policies: The concept of depreciation, depreciation methods, accounting for depreciation, computer based financial accounting. **Unit V** **Shares & Securities** Issue & forfeiture of shares - meaning, types of shares - preference shares & equity shares - issue of shares at par, at premium and at discount, pro-rata allotment, and forfeiture of shares. Journal Entries, preparation of bank account & preparation of balance sheet in vertical form.
Pedagogy	• Lecture • Numerical and Problem-Solving Experiments
Evaluation	▪ Continuous Internal Evaluation (CIE)- 40 marks ▪ End-Semester Evaluation (ESE): 60 marks
Suggested Reading	**Text Books** ▪ Jain, S.P., & Narang, K.L.(2018). *Financial Accounting*. New Delhi, Kalyani Publishers. ▪ Mukherjee, A., & Hanif, M. (2000). *Modern accountancy* (3rd ed.). Vol. 1. New Delhi: Tata McGraw-Hill. **References** ▪ Grewal, T.S., & Chand, S. (2016). *Introduction to Accountancy*. New Delhi, S. Chand & Company. ▪ Lal, J. (2017). *Accounting for Management* (5th Ed.). Himalaya Publishing House.

Facilitating the Achievement of Course Outcomes

Unit No.	Course Outcomes (CO)	Teaching and Learning Activity	Blooms Taxonomy Level
CO1	Understand the meaning of accounting and classify the types of accounting; Accounting System.	Lectures, case discussion	2
CO2	Apply the rules of debit and credit in the preparation of financial statements of a	Lectures, problem solving, laboratory sessions	3

	sole-proprietorship organization.		
CO3	Analyze the Profit and Loss Account, and Balance Sheet of Different Forms of Business	Problem discussion, case discussion	3, 4
CO4	Evaluate the Depreciation Policies and prepare computer based financial accounting.	Problem discussion, case discussion	4

Bloom's Taxonomy: Level1: Remembering; Level 2: Understanding; Level 3: Applying; Level 4: Analyzing; Level 5: Evaluating; Level 6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

	Programme Outcomes (POs)										
Course Outcomes (COs)	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	2	-	2	2	-	-	-	2	2	2	-
CO 2	2	3	3	2	3	3	1	2	3	2	3
CO 3	2	3	-	3	4	4	3	-	3	2	-
CO 4	3	3	3	2	3	-	3	-	3	2	2

Assessment Pattern & Marks Distribution

Continuous Internal Evaluation (CIE)- 40 Marks

Bloom's Category	**Presentation** (10)	**Quiz** (10)	**Test** (20)
Remember			
Understand			5
Apply	10	5	5
Analyze		5	10
Evaluate			
Create			

End Semester Evaluation (ESE)- 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	
Understand	15
Apply	15
Analyze	15
Evaluate	15
Create	

Course		**BUSINESS COMMUNICATION & PRESENTATION**
Course Type		**Ability Enhancement Course**
Code		**BBA1-2003**
Credit		**3(2-T, 1-L)**
Semester		**II**
Sessions		**45 Hours**
Objectives		The objectives of the course are to: • develop the students' understanding on how communication works by focusing on the communication situations in the professional contexts • strengthen the students' presentation skills • improve the students' Business Language skills
Course Outcomes (COs)		By the end of the course, the students will be able to: **CO1:** Understand how communication works in the social & professional spheres **CO2:** Apply the principles of oral communication skills in small presentations **CO3:** Analyse & interpret the body language & para-language to be able to communicate more effectively **CO4:** Evaluate the context, audience, message & language requisite for presentation skills to be able to connect with the audience **CO5:** Appraise themselves with the latest tools & techniques required for presentation & evaluate their own verbal & non-verbal communication-
Pre-requisite		Intermediate level vocabulary and knowledge of basic structures in English. Ability to express basic things in English. At least sentence level proficiency in reading and writing.

Course Outline		**Unit I** **Understanding Communication** Process & Principles of Communication; The Factors of Effective Communication; Removing Barriers; The Role of Communication in Business; Communication Insights from Indian Philosophers **Unit II** **Oral Forms of Business Communication** Speaking & Listening like Professionals; Oral Communication on the Job; Power of Small-talk; Communicating over Telephone & Virtual Meetings; Impromptu Talking & Small Presentation; Language Functions: Introducing, Describing, Narrating (story-telling), Group Discission; Asking and Giving information, Instructing, Expressing Opinions **Unit III** **Power of Non-verbal Communication** Body Language; Personal appearance; Postures; Facial Expressions & eye-contact; Paralinguistic Features; Pitch; Intonation & Modulation; Proxemics; Haptics **Unit IV** **Presentation Skills** Planning & Preparing; Knowing Your Audience & Message; Selection of Topic; Preparing Visually Appealing Slides; Taking Care of Stage Fright; Connecting with the Audience; Starting & Ending Matter **Unit V** **Digital Story-Telling & Presentation** Digital Story-telling; A 21st Century Skills; Why Story Matters; Why Technology Matters in Presentation; Elements of Digital Story Telling; Language Choices for Story; Power of Non-verbal Communication for Presentation
Lab Activities:		**Lab Outline-1 Credit** **Session 1**: Listening Skills **Session 2-4**: JAM **Session 5-6**: Situational role-play **Session 7-8**: Getting English Pronunciation Correct- English Consonant Sounds (Phonetics) **Session 9-10**: Phonetics- English Vowels **Session 11-12**: Group Discussion **Session 13**: Practicing on Intonation **Session 14: Grammar Mechanics** **Session 15:** Tests

Pedagogy		• Roleplay & Simulation • Presentation • Peer/group work • Workshop • Blended Learning
Evaluation		Continuous Internal Evaluation (CIE): 40 marks End Semester Evaluation (ESE): 60 marks
Reference:		**Study Materials** • Kumar, Sanjay & Puspa Lata (2018). Communication Skills: A Workbook. OUP. New Delhi • Mukherjee S. Hory (2016). Business Communication: Connecting Work. Sec. Ed. OUP, New Delhi **Other Study Materials** • Harvard Business Essentials: Business Communication: 9 Steps to Help You Engage Your Audience • Foundation Course: Language, Literature & Creativity, Orient Black Swan, 2018, University of Delhi

Facilitating the Achievement of the Course Outcomes

Sl. No	CO	Classroom Activities & Techniques	Assessment Method	Bloom's Taxonomy Level
CO1	Understand how communication works specifically in the social & professional spheres	Discussion & (Language Lab)	Quiz	2
CO 2	Apply the principles of oral communication skills in small presentations & discussions	Classroom discussion, Role-play, videos Situational Dialogue & Discussion	Small Presentations	3
CO 3	Analyse & interpret the body language & para-language of others & their own to be able to communicate mor effectively	Video presentation, discussions	Role-play & Assignment	4
CO 4	Evaluate the context, audience, message & language	Video presentation, Classroom discussion		4 & 5

	requisite for presentation skills to be able to connect with the audience		Group presentation	
CO 5	Appraise themselves with the latest tools & techniques required for presentation & evaluate their own verbal & non-verbal communication-	Classroom Presentation	Presentation in small groups	5

Bloom's Taxonomy: Level 1: Remembering; Level 2: Understanding; Level 3: Applying; Level 4: Analysing Level 5: Evaluating; Level 6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (CO)	**Programme Outcomes (POs)**										
	PO 1	**PO 2**	**PO 3**	**PO4**	**PO 5**	**PO6**	**PO 7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	2		3		1	1		2	2		2
CO 2	2		3		1	1		2	2		2
CO 3	2		3					2	2		2
CO 4	2		3					2	2		2
CO 5	2		3				3	2	2		2

Assessment Pattern & Marks Distribution

Continuous Internal Evaluation (CIE)- 40 Marks

Bloom's Category	**Presentation** (15)	**Quiz/Assignments** (10)	**Lab** (15)
Remember			
Understand			
Apply	5	5	5
Analyze	5	5	5
Evaluate	5		5
Create			

End Semester Evaluation (ESE)- 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	
Understand	15
Apply	20
Analyze	15
Evaluate	10
Create	

Course Name		**INTRODUCTION TO PROGRAMMING**
Course Code		
Course Type		**Skill Enhancement Course**
Course Credit		**3 (2-L + 1-T)**
Semester		**I**
Aims and Objectives		The objectives of this course are: • to enable students, understand the basic concepts of computer. • to help students to understand the problem solving approaches using basic programming. • to help students to learn the fundamentals of programming language
Course Outcome		**Upon successful completion of the course the Students will be able to:** **CO1:**Understand the fundamentals of computer **CO2:**Explain the designing of flowcharts and algorithms **CO3:**Apply the principle working on conditional statements and implementation of Array **CO4:**Analyse the benefits and use of Functions **CO5:**Demonstrate the benefits and use of Pointers
Pre-Requisite		**Fundamental Knowledge of Numbers and Data**
Course Outline		**Unit I** **Computers Fundamentals**: Introduction, Definition, Characteristics of computer, Evolution of Computer, Generations of Computer, Classification of Computers, Application of Computers, Basic organization of computer, Binary Number System etc. Programming Languages**,** Types of Programming Languages **Unit II** **Introduction to Programming** Structure of C Program, Compiler, Life Cycle of Program from Source code to Executable, Compiling and Executing C Code,

		Idea of Algorithm: Steps to solve logical and numerical problems. Representation of Algorithm: Algorithm /Flowcharts / Pseudocode **Unit III** **Control Structure and Array** Keywords, Identifiers, Primitive Data types in C, variables, constants, input/output statements in C. Operators and Expressions: Expression evaluation: Operator Precedence and Associativity. **Control Structure** Conditional Branching: One (simple if), two (if else) and multi way selection (else if ladder and switch and nested selection). Problem solving using if and nested if else structure **Unit IV** **Loops** Iteration and loops: Iterative statements, looping concept (Various problems using loops) Nested loops: creating simple patterns of *, numbers and letters **Unit V** **Arrays & Strings** One-dimensional, operations on array: traversal, displaying in reverse, searching an element, finding maximum, minimum values in an array Character arrays and Strings and String Operations using predefined function
Pedagogy		• Presentations • Problem Solving • Case Analysis
Evaluation		• Continuous Internal Evaluation (CIE): 40 marks • End-Semester Evaluation (ESE): 60 marks
References		**Suggested Books:** • Behrouz A. Forouzan & Richard F. Gilberg, (2007). "A structured Programming Approach Using C", 3rd Edition, Cengage Publication, ISBN: 9788131503638, 2007. • Brian W. Kernighan and Dennis M. Ritchie, (2015). The C Programming Language, 2nd Edition, Prentice Hall of India. • Byron Gottfried, (2017). "Schaum's Outline of Programming with C", 3rd Edition, McGraw-HillBook. **Reference Books:** • Felleisen, M., Findler, R. B., Flatt, M., & Krishnamurthi, S. (2018). How to design programs: an introduction to programming and computing. MIT Press.

Facilitating the achievement of Course Intended Learning Outcomes

Unit No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Blooms Taxonomy Level
CO1	Understand the		Quiz, Assignments,	2

	basic of computers and software	Lectures, case discussion	Written-test	
CO2	Apply Information and Communication Technology skills	Lectures, problem solving, laboratory sessions	Hands-on test, Quiz, Assignments, Written-test	3
CO3	Understand Data Communication and Computer Networks	Problem discussion, case discussion	Quiz, Assignments, Written-test	2
CO4	Apply computer knowledge for E commerce	Case discussion	Hands-on test, Assignments, Quiz, Written-test	3, 4
CO5	Analyze data using software	Lectures, case discussion with software, laboratory sessions	Quiz, Assignments, Written-test	3, 4

Bloom's Taxonomy:Level 1: Remembering; Level 2: Understanding; Level 3: Applying
Level 4: Analysing; Level 5: Evaluating; Level 6: Creating

Mapping of the Course Outcomes(COs) to the Programme Outcomes (POs)

	Programme Outcomes (POs)								**Programme Specific Outcomes (PSOs)**		
Course Outcomes (COs)	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	2	-	2	2	-	-	-	2	2	2	-
CO 2	2	3	3	2	3	3	1	2	3	2	3
CO 3	2	3	-	3	4	4	3	-	3	2	-
CO 4	3	3	3	2	3	-	3	-	3	2	2
CO5	2	3	3	3	-	-	3	-	3	-	-

Correlation level 1, 2 and 3 as defined below:

"1" – Slight (Low)
"2" – Moderate (Medium)
"3" – Substantial (High)
"-" – No correlation

Assessment Pattern and Marks Distribution

A. Continuous Internal Evaluation (CIE) - 40 Marks			
Bloom's Category	**Presentation (5)**	**Assignment (15)**	**Lab Test (20)**
Remember			
Understand			5
Apply		5	5
Analyze	5	5	5
Evaluate		5	5
Create			

B. End Semester Examination (ESE) - 60 Marks	
Bloom's Taxonomy Level	**Test Mark**
Remember	
Understand	15
Apply	15
Analyze	15
Evaluate	15
Create	

Course Name	**INDIAN KNOWLEDGE SYSTEM**
Course Code	**BBA1-2005**
Course Credit	**3**
Sessions	**45 (30 L – 15 T)**
Course Type	**Value Added Course**
Semester	**II**
Objectives	The objectives of the course are to: • impart knowledge and understanding on Indian Knowledge Systems: Origin, Evolution and Ontological Approach; • promote popularization schemes; • develop Self Exploration for Personal Effectiveness; and • develop Indian Knowledge System Torchbearers – Ancient and Modern
Course Outcomes (COs)	Upon successful completion of the course the students will be able to: **CO1:** To promote interdisciplinary research on all aspects of Indian Knowledge Systems **CO2:** Apply strategies to preserve and disseminate Indian Knowledge Systems for further research and societal applications **CO3:** To sharpen focus by applications of Vedic Wisdom **CO4:** Understand ancient Vedic science and Hindu philosophy
Pre-Requisite	Not specifically
Course Outline	**Unit I** **Introduction to IKS** Ancient Vedic Science, Vedic Wisdom and Salvation route, Holistic Advancement – Moksa **Unit II** **Concepts and Questions** Popularization Schemes, Indian Cultural Diaspora, Cultural Ethos, Management Paradigm of Diversification **Unit III** **Meaning of World Beliefs** The Hindu Philosophy – Intermediate Level of Spoken Sanskrit, Indian Manuscripts on Sanskrit – Vyom Sanskrit Pathsala

	Unit IV **Rich Heritage** Interdisciplinary Research on Hinduism, Spiritualism of the Century, Indian Knowledge Traditions: Their Past, Present, and Future **Unit V** **Human and Nature** Management of Natural Resources, Art and Culture of Society, Western Thoughts and Indian Social Fabric
Evaluation	Continuous Internal Evaluation (CIE): 40 marks End Semester Evaluation (ESE): 60 marks
Pedagogy	Classroom discussion, Practical exercises & projects
References	**Text Book** S.N. Nair, (2020), Echoes of Ancient Indian Wisdom, Ministry of Education, Government of India

Facilitating the Achievement of Course Outcomes

Sl. No	CO	Classroom Activities & Techniques	Assessment Method	Bloom's Taxonomy Level
CO1	To promote interdisciplinary research on all aspects of Indian Knowledge Systems	Case Study Approach	Mock Test and MCQ	1,2
CO 2	Apply strategies to preserve and disseminate Indian Knowledge Systems for further research and societal applications	Vedic Wisdom	Role Play	2, 3
CO 3	To sharpen focus by applications of Vedic Wisdom	Vedic Literature Readings	Essay Writing	1,3,4
CO 4	Understand ancient Vedic science and Hindu philosophy	Project Assignment	Site Visits	3, 4

Bloom's Taxonomy: Level 1: Remembering; Level 2: Understanding; Level 3: Applying; Level 4: Analysing Level 5: Evaluating; Level 6: Creating

Mapping of the Course Outcomes to the Programme Outcomes (POs)

Course Outcomes (CO)	Programme Outcomes (POs)										
	PO 1	**PO 2**	**PO 3**	**PO4**	**PO 5**	**PO6**	**PO 7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	1		3		3				2		2
CO 2		2	3	3			3		1	1	2
CO 3			3		2					1	2
CO 4		2	3			3		3	1		2
CO 5	2		3	2			3			1	1

Assessment Pattern & Marks Distribution
Continuous Internal Evaluation (CIE) 40 Marks

Bloom's Category	Presentation (10)	Writing Assignments (10)	Project Simulation (20)
Remember	5		
Understand			5
Apply	5	5	5
Analyze		5	5
Evaluate			
Create			5

End Semester Evaluation (ESE)-60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	5
Understand	15
Apply	20
Analyze	5
Evaluate	10
Create	5

Multi-disciplinary Course-II

Cyber Law and Security Program at Undergraduate Level			
Module	**Module Name**	**Module Content**	**Learning Outcomes**
Module-I	**Introduction to Cyber security**	Defining Cyberspace and Overview of Computer and Web-technology, Architecture of cyberspace, Communication and web technology, Internet, World wide web, Advent of internet, Internet infrastructure for data transfer and governance, Internet society, Regulation of cyberspace, Concept of cyber security, Issues and challenges of cyber security.	After completion of this module,students would be able to understand the concept of Cyber security and issues and challenges associated with it.
Module-II	**Cybercrimeand Cyber law**	Classification of cyber crimes, Commoncyber crimes- cyber crime targeting computers and mobiles, cyber crime against women and children, financial frauds, social engineering attacks, malware and ransomware attacks, zero day and zero click attacks, Cybercriminals modus-operandi , Reporting of cyber crimes, Remedial and mitigation measures, Legal perspective of cyber crime, IT Act 2000 and its amendments, Cyber crime and offences, Organisations dealing with Cyber crime and Cyber security in India, Case studies.	Students, at the end of this module, should be able to understand the cyber crimes, their nature, legal remedies and as to how report the crimes through available platforms and procedures.

Module-III	Social Media Overview and Security	Introduction to Social networks. Typesof Social media, Social media platforms, Social media monitoring, Hashtag, Viralcontent, Social media marketing, Social media privacy, Challenges, opportunities and pitfalls in online social network, Security issues related to social media, Flagging and reporting of inappropriate content, Laws regarding posting of inappropriate content, Best practices for the use of Social media, Case studies.	On completionof this module,students should be able to appreciate various privacy and security concerns on online Social media and understand the reporting procedure of inappropriate content, underlying legal aspects and best practices for the use of Social media platforms.
Module IV	E-Commerce and Digital Payments	Definition of E- Commerce, Main components of E-Commerce, Elements of E-Commerce security, E-Commerce threats, E-Commerce security best practices, Introduction to digital payments, Components of digital payment and stake holders, Modes of digital payments- Banking Cards, Unified Payment Interface (UPI), e-Wallets, Unstructured Supplementary Service Data (USSD), Aadhar enabled payments, Digital payments related common frauds and preventive measures. RBI guidelines on digital payments and customer protection in unauthorised banking transactions. Relevant provisions of Payament Settlement Act,2007,	After the completionof this module,students would be able to understand the basic concepts related to E-Commerce anddigital payments. They will become familiar with Various digital payment modesand related cyber security aspects,RBI guidelines and preventive measures against digitalpayment frauds.

Module V	Digital Devices Security, Tools and Technologies for Cyber Security	End Point device and Mobile phone security, Password policy, Security patch management, Data backup, Downloading and management of third party software, Device security policy, Cyber Security best practices, Significance of host firewall and Ant-virus, Management of host firewall and Anti-virus, Wi-Fi security, Configuration of basic security policy and permissions.	Students, aftercompletion of this module will be ableto understand the basic security aspects related to Computerand Mobiles. Theywill be able to use basic tools and technologies to protect their devices.
References	1. Cyber Crime Impact in the New Millennium, by R. C Mishra , Auther Press. Edition2010. 2. Cyber Security Understanding Cyber Crimes, Computer Forensics and Legal Perspectives by Sumit Belapure and Nina Godbole, Wiley India Pvt. Ltd. (First Edition, 2011) 3. Security in the Digital Age: Social Media Security Threats and Vulnerabilities by Henry A. Oliver, Create Space Independent Publishing Platform. (Pearson , 13th November, 2001) 4. Electronic Commerce by Elias M. Awad, Prentice Hall of India Pvt Ltd. 5. Cyber Laws: Intellectual Property & E-Commerce Security by Kumar K, DominantPublishers. 6. Network Security Bible, Eric Cole, Ronald Krutz, James W. Conley, 2nd Edition,Wiley India Pvt. Ltd. Fundamentals of Network Security by E. Maiwald, McGraw Hill.		

SEMESTER-III

Semester	Disciplinary Major	Interdisciplinary Minor	Multidisciplinary	Ability Enhancement	Skills Enhancement	Total Credit
III	**Principles of Marketing (4 credit)**	**1. Quantitative Methods (4 credit)** **2. Entrepreneurship (4 credit)**	**Multidisciplinary course-3 Introduction to Artificial Intelligence (3 credit)**	**Business Writing (2 credit)**	**Creativity, Communication & Career Success (3 credit)**	**20**

Course Name	**PRINCIPLES OF MARKETING**
Course Code	**BBA2-3000**
Course Type	**Disciplinary Major**
Course Credit	**4 (3-L, 1-T)**
Semester	**III**
Objectives	The objectives of this course are to: • develop an understanding of marketing concepts and principles; • learn marketing analysis: marketing environment analysis, customer analysis, competitor analysis, and company analysis; • familiarize with the generic business strategies and strategic marketing decisions for profitable delivery of superior value to the customers and; • enhance students' problem-solving and decision-making abilities in strategic areas of marketing
Course Outcomes(COs)	Upon successful completion of this course students will be able to: **CO1:** Understand different marketing concepts and theories **CO2:** Identify the factors that affect marketing environment **CO3:** Illustrate the knowledge of Segmentation, Targeting and Positioning in marketing **CO4:** Analyze marketing strategy of competitors and different organizations **CO5:** Evaluate the Business and Marketing Environment for successful strategy formulate
Pre-requisite	To have understanding on Indian Market & an inquisitiveness to study Marketing
Course Outline	**Unit-I** **Introduction to Marketing** Definition of Market; Meaning and Definition of Marketing; Scope, Importance and Functions of Marketing; Difference Between Marketing and Selling; Core concepts of Marketing; Company Orientation Towards Marketplace **Unit-II** **Marketing Environment** Internal Environment of the Organization; External Environment; Need and Importance of Environmental Analysis; Methods of Environmental Analysis - SWOT, PESTLE, MIS, Portfolio Analysis; BCG Matrix; GE Matrix; Porters Five Force Analysis; Value Chain Analysis **Unit-III** **Introduction to Marketing Mix** Marketing Mix; Marketing Mix in Marketing Decisions; Product Related Decisions; Features of a Product and its Classifications; Pricing Decisions: Price and its Determinants; Objectives of Pricing Decisions; Factors Affecting Pricing Decisions; Pricing Policies and Strategies; Pricing Methods; Distribution Strategy - Channel Members, Functions and Flows of Channel; Channel Conflict; Promotion Mix Components; Difference between Advertising and Sales Promotion **Unit-IV** **Evolution of the Study of Consumer Behavior** Determinants of Consumer Behavior; Types of Buying Decisions; Consumer Decision Making Process; Importance of Consumer Behavior in Marketing; Market Segmentation - Introduction; Definition of Market Segmentation; Need for Market Segmentation; Criteria for Effective Segmentation; Bases for Market Segmentation; Benefits Of Market Segmentation; Targeting and Positioning

	Unit-V **Competitive Strategies for Market Leaders** Challenges, Followers and Nichers; Product Life Cycle; PLC Marketing Strategies; Creating Brand Equity; Crafting the Brand Positioning; New Product Development
Pedagogy	• Presentations • Role Plays • Case Analysis
Evaluation	Continuous Internal Evaluation (CIE): 40 marks End-Semester Evaluation (ESE): 60 marks
Suggested Readings	**Text Books** ▪ Park, S. (2020). *Marketing management (Vol. 3).* Seohee Academy. ▪ Kotler, P., Keller, K. L., Koshy, A., & Jha, M. (2009). *Marketing Management: A South Asian Perspective* (13th ed.). Pearson Education. **Reference Books** ▪ Kotler, P., & Keller, K. (2011). *Marketing Management* (14th ed.). Prentice Hall.

Facilitating the Achievement of Course Outcomes (COs)

Sl. No.	CO	Classroom Activities & Techniques	Assessment Method	Bloom's Taxonomy Level
CO1	Define different marketing concepts and theories	Lectures, case discussion	Quiz, Written Exam	2
CO2	Identify the factors that affect marketing environment	Lectures, case discussion	Quiz, Written Exam	2
CO3	Illustrate the knowledge of Segmentation, Targeting and Positioning in marketing	Lectures, case discussion	Quiz, Presentations	3
CO4	Compare marketing strategy of competitors and different organizations	Lectures, case discussion	Quiz, Written Exam	4
CO5	Evaluate the Business and Marketing Environment for successful strategy formulate	Lectures, case discussion	Quiz, Written Exam	5

Bloom's Taxonomy: Level 1: Remembering; Level 2: Understanding; Level 3: Applying**;** Level 4: Analyzing**;** Level 5: Evaluating**;** Level 6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes (POs)										
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	3	-	-	-	-	-	-	-	-	-	3
CO 2	3		-	-	-	-	-	-	-	-	3
CO 3	-	2	3	-	-	3	-	-	-	-	-
CO 4	-	-	-	-	1	-	-	-	3	-	-
CO 5	-	-	-	-		-	-	-	3	1	-

Assessment Pattern & Marks Distribution
Continuous Internal Evaluation (CIE) - 40 Marks

Bloom's Category	Internal Assessment 1 (15)	Internal Assessment 2 (15)	Assignments & Presentation (10)
Remember			
Understand	10		
Apply	5	5	
Analyze		5	5
Evaluate		5	5
Create			

End Semester Evaluation (ESE) - 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	
Understand	10
Apply	20
Analyze	20
Evaluate	10
Create	

Course		**QUANTITATIVE TECHNIQUES**
Course Type		**Interdisciplinary Minor**
Code		**BBA2-3001**
Credit		**4 (3 L + 1 T)**
Semester		**III**
Objectives		The objectives of the course are to: • make the students understand some basic to advanced concepts

		in the areas of Statistics, related to business decision making; • familiarize the students with uses of advanced analytical methods in Statistics to improve managerial decisions; and • equip the students independently to solve data-driven business problems using Statistical Techniques.
Course Outcomes(COs)		By the end of the course, the students will be able to: **CO1:** Understand the model building approach of Statistics for formulation of unstructured problems. **CO2:** Apply using Statistical tools and techniques to complex business problems **CO3:** Analyze custom solutions for data-driven decision Making **CO4:** Test for skills with advanced Statistical tools using relevant software packages like Excel
Pre-requisite		Basic knowledge of Mathematics
Course Outline		**Unit I** **Introduction to Statistics** Statistics – Definition and Types. Types of variables. Organising data Descriptive Statistics – Tabular and Graphical Displays, Descriptive Statistics – Numerical Measures **Unit II** **Introduction to Probability and Probability Distribution** Basic definitions and rules for probability, marginal, joint and conditional probability, Baye's theorem; Random variables, Probability distributions: Binomial, Poisson and Normal distributions. **Unit III** **Sampling Distribution and Estimation** Introduction to sampling distributions, sampling distribution of mean and proportion, application of central limit theorem, sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples. **Unit IV** **Testing Of Hypothesis** Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way, Descriptive and Inferential Statistics using Generative AI -Chat GPT. **Unit V** **Non-Parametric Methods and Regression Analysis** Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Regression analysis
Evaluation		Continuous Internal Evaluation (CIE)- 40 marks End-Semester Evaluation (ESE): 60 marks
Pedagogy		Classroom discussion, Case study & Presentations
Reference:		**Text Books:**

		• Anderson D.R., Sweeney D.J. and Williams T.A., (2020) Statistics for business and economics, 8th edition, Thomson (South – Western) Asia, Singapore. **Reference Books:** • Srivatsava T.N., Shailaja Rego. (2018). Statistics for Management, Tata McGraw Hill. • Aczel A.D. and Sounderpandian J.,(2020). Complete Business Statistics, 6th edition, Tata McGraw – Hill.

Facilitating the Achievement of Course Outcomes (COs)

Sl No	CO	Assessment Method	Bloom's Taxonomy Level
CO1	Understand the model building approach of Statistics for formulation of unstructured problems.	Quiz, End Term	2
CO 2	Apply using Statistical tools and techniques to complex business problems	Class Test, End Term	3
CO 3	Analyze custom solutions for data-driven decision Making	Assignment, End Term	4
CO 4	Test for skills with advanced Statistical tools using relevant software packages like Excel	Class Test, End Term	4

Bloom's Taxonomy:

Level 1: Remembering, Level 2: Understanding, Level 3: Applying, Level 4: Analysing Level 5: Evaluating, Level 6: Creating

Mapping of the Course Outcomes to the Programme Outcomes (POs)

Course Outcomes (CO)	Programme Outcomes (POs)										
	PO 1	**PO 2**	**PO 3**	**PO4**	**PO 5**	**PO6**	**PO 7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	1	3		3						3	
CO 2	1	3		3						3	
CO 3	1	3		3						3	
CO 4	1	3		3						3	

Assessment Pattern & Marks Distribution

Continuous Internal Evaluation (CIE)- 40 Marks

Bloom's Category	Quiz (10)	Writing Assignments (10)	Class Test (20)
Remember			
Understand	10		
Apply		10	10
Analyze			10
Evaluate			
Create			

End Semester Evaluation (ESE)- 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	
Understand	10
Apply	20
Analyze	30
Evaluate	
Create	

Course Name	**ENTREPRENEURSHIP**
Course Code	**BBA2-3002**
Course Type	**Interdisciplinary Minor**
Course Credit	**4 (3-L, 1-T)**
Semester	**III**
Objectives	The objectives of the course are to: • make business management students understand the nature and importance of Entrepreneurship; and • get the required intuition and interest in starting their own start-up
Course Outcomes(COs)	Upon successful completion of this course students will be able to: **CO1:** Acquire basic knowledge on Skills of Entrepreneurship **CO2**: Understand the techniques of selecting the customers through the process of customer segmentation **CO3:** Apply Business Models and their validity **CO4:** Analyse the basic cost structure and the pricing policies **CO5:** Evaluate project feasibility through various techniques

Pre-requisite	To have a basic understanding of core marketing, finance, operations and OB/HR
Course Outline	**Unit - I** **Introduction to Entrepreneurship & Opportunity Analysis** Define Entrepreneurship, Entrepreneurship as a Career Option; Benefits and Myths of Entrepreneurship; Success Rate of Entrepreneurs Related to Experience and Family Backup; Characteristics, Qualities and Skills of Entrepreneurship, Entrepreneurial Propensity; Life as an Entrepreneur, Impact of Entrepreneurship on Economy and Society **Unit - II** **Opportunity & Customer Analysis** Identify your Entrepreneurial Style; Identify Business Opportunities, and Methods of finding and understanding Customer Problems; Process of Design Thinking; Identify Potential Problems; Craft your Values Proportions; Customer-driven Innovation **Unit -III** **Business Model & Validation** Types of Business Models; Lean approach; The Problem-Solution Test; Solution Interview Method, and Identify Minimum Viable Product (MVP); Build-Measure-Lean Feedback loop; Product-Market Fit Test **Unit -IV** **Economic & Financial Analysis** Revenue sources of Companies, Income Analysis, and Costs Analysis; Product Cost and Operations Cost; Basics of Unit Costing; Advantages and disadvantage of Various Sources of Finance; Investors Expectations; Return on Investment; Practice Pitching to Investors and Corporate **Unit -V** **Marketing & Business Regulations** Building Digital presence and Leveraging Social Media; Measuring Effectiveness of Channels; Customer Decision-Making Process; Sales Plans and Targets; Business Regulations of Starting and Operating a Business; Start-Up Ecosystem; Government Schemes
Pedagogy	• Presentations • Role Plays • Case Analysis
Evaluation	Continuous Internal Evaluation (CIE): 40 marks End-Semester Evaluation (ESE): 60 marks
Suggested Readings	**Text Books**

		▪ Roy, R. (2012). *Entrepreneurship* (2nd ed.). Oxford Higher Education. ▪ Hisrich, R.D., Peters, M.P., & Shepherd, D.A. (2017). *Entrepreneurship* (10th ed.). Prentice Hall. ▪ Zimmerer, T.W., & Scarborough, N.M. (2016). *Essentials of Entrepreneurship and Small Business Management*. Prentice Hall. **Reference Books** ▪ Nagarajan, K. (2015). *Project Management* (7th ed.). New Age International (P) Limited. ▪ Desai, V. (2012). *Dynamics of Entrepreneurship Development* (6th ed.) Himalaya Publishing House.

Facilitating the Achievement of Course Outcomes (COs)

Sl. No.	CO	Classroom Activities & Techniques	Assessment Method	Bloom's Taxonomy Level
CO1	Acquire basic knowledge on Skills of Entrepreneurship	Lectures, case discussion	Quiz, Written Test	2
CO2	Understand the techniques of selecting the customers through the process of customer segmentation	Lectures, case discussion	Written Test	2
CO3	Apply Business Models and their validity	Lectures, case discussion	Presentations	3
CO4	Analyse the basic cost structure and the pricing policies	Lectures, case discussion	Assignment, Written Test	4
CO5	Evaluate knowledge about the project management and its techniques	Lectures, case discussion	Quiz, Written Test	5

Bloom's Taxonomy: Level 1: Remembering**;** Level 2: Understanding**;** Level 3: Applying**;** Level 4: Analyzing**;** Level 5: Evaluating**;** Level 6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes (POs)										
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	3	-	-	-	-	-	-	-	-	-	1
CO 2	2		-	-	-	-	-	-	-	-	2
CO 3	-	2	3			2		2	-	-	-
CO 4	-	-	-	-	1	-	-		3	-	-
CO 5	-	-	-	-	-	-	-	3	3	1	-

Assessment Pattern & Marks Distribution

Continuous Internal Evaluation (CIE) - 40 Marks

Bloom's Category	**Quiz** (15)	**Presentation** (15)	**Assignments & Presentation** (10)
Remember			
Understand	10		
Apply	5	5	
Analyze		5	5
Evaluate		5	5
Create			

End Semester Evaluation (ESE) - 60 Marks

Bloom's Taxonomy Level	**Test Marks**
Remember	
Understand	10
Apply	20
Analyze	20
Evaluate	10
Create	

Course		**BUSINESS WRITING**
Course Type		**Ability Enhancement Course**
Code		**BBA2-3004**
Credit		**2(1-T, 1-L)**
Semester		**III**
Objectives		The objectives of the course are to: • develop students' writing skills • strengthen the students' proof-reading skills • improve the students' Language Skills required for Business Writing
Course Outcomes(COs)		By the end of the course, the students will be able to: **CO1:** Understand the Three-step Writing Process **CO2:** Analyse various types of paragraphs with language, tone, structure to be able to write with clarity, correctness & coherence **CO3:** Acquire skills to compose different types of business correspondences **CO4:** Assess the contexts & problems to prepare the prefatory parts of a business reports **CO5:** Compose an essay on any business topic with adequate knowledge on grammar, vocabulary
Pre-requisite		Intermediate level vocabulary and knowledge of basic structures in English. Ability to express basic things in English. At least sentence level proficiency in reading and writing.
Course Outline		**Unit I: Writing with Coherence & Clarity** Three Steps of Writing; Purpose; Readers & Information; Mind Mapping; Drafting & Redrafting & Proof reading; Basic Elements & Structure of a paragraph; Topic Sentence; Transitional Expressions; Supporting Details; Closing to start a new sentence **Unit II: Writing Business Correspondence** Essential Email Etiquette; Writing a Professional Email; Greetings & Closing; Writing Appropriate Subject line; Writing the Core; Writing Precisely, Writing Different types of Emails; Understanding different types of messages & With Different Formats; Writing a Goodwill Message **Unit III: Writing Reports** Preparing & Planning; Analysing & Organising Data; Preparing an Outline & Structuring; Writing an Abstract, Structuring the Main Body, Back Matter; Style of Reports & Proposals; Unity, Punctuation & Grammatical Errors

		Unit IV: Writing Composition Types of Essays; Stages of Writing & Components; Planning, Selection & Appropriate Material; Structure & Style, Author's Perspective, Sentence & Words, Writing a Descriptive/Cause-Effect Essay; Essentials of Correct Grammar & Usage; Advance Vocabulary; Writing with Variety of Sentence Structure
Lab Activities:		**Lab Outline-1 Credit** Session 1: Planning & Organising Session 2: Writing the first Draft of a paragraph Session 3-4: Revising & Proof reading Session 5-6: Writing a business correspondence Session 7: Writing with correct grammar Session 8: Writing a memo-format report Session 9: Writing the abstract for a report Session 10- Proof reading the report Session 11-12: Brainstorming to write a composition Session 13-14- Writing a composition Session 15- Tests
Pedagogy		Roleplay, Simulation, Presentation, Peer/group work & Workshop
Evaluation		Continuous Internal Evaluation (CIE): 40 marks End Semester Evaluation (ESE): 60 marks
Reference:		**Study Materials** • Lesikar, V, Raymond & Neerja Pandey (2018). Business Communication: Connecting in a Digital world. Mc Graw Hill Education. 13 edition. New Delhi • Kumar, Sanjay & Puspa Lata (2018). Communication Skills: A Workbook. OUP. New Delhi **Other Study Materials** • Harvard Business Essentials: Business Communication: 9 Steps to Help You Engage Your Audience • Foundation Course: Language, Literature & Creativity, Orient Black Swan, 2018, University of Delhi • Mukherjee S. Hory (2016). Business Communication: Connecting Work. Sec. Ed. OUP, New Delhi

Facilitating the Achievement of Course Outcomes (COs)

Sl. No	CO	Classroom Activities & Techniques	Assessment Method	Bloom's Taxonomy Level
CO1	Understand the Three-step Writing Process	Discussion & writing workshop in the Lab	Writing the first draft	2

CO 2	Analyse various types of paragraphs with language, tone, structure to be able to write with clarity, correctness & coherence	Classroom discussion, Writing Workshop in the lab	Assignments	3
CO 3	Acquire skills to compose different types of business correspondences	Classroom discussion, Handouts, Peer work & Evaluation	Writing Assignment	4
CO 4	Assess the contexts & problems to prepare the prefatory parts of a business reports	Classroom discussion, Handouts for peer work & evaluation in lab	Writing Assignment in group	4 & 5
CO 5	Compose an essay on any business topic with adequate knowledge on grammar, vocabulary, and other writing techniques to construct effective essays	Classroom discussion, Writing in Lab, grammar v& vocabulary correction	Writing Individual Assignment	5

Bloom's Taxonomy: Level 1: Remembering; Level 2: Understanding; Level 3: Applying; Level 4: Analysing; Level 5: Evaluating; Level 6: Creating

Mapping of the Course Outcomes to the Programme Outcomes (POs)

Course Outcomes (CO)	**Programme Outcomes (POs)**										
	PO 1	**PO 2**	**PO 3**	**PO4**	**PO 5**	**PO6**	**PO 7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	2		3			1		2	2		2
CO 2	2		3			1		2	2		2
CO 3	2		3					2	2		2
CO 4	2	1	3					2	2		2
CO 5	2	1	3				3	2	2		2

Assessment Pattern & Marks Distribution

Continuous Internal Evaluation (CIE)- 40 Marks

Bloom's Category	**Writing Assignment (Business Correspondence & Paragraph)** (15)	**Writing Assignments (Essay & report)** (10)	**Lab** (15)
Remember			
Understand			
Apply	5	5	5
Analyze	5	5	5
Evaluate	5		5
Create			

End Semester Evaluation (ESE)- 60 Marks

Bloom's Taxonomy Level	**Test Marks**
Remember	
Understand	15
Apply	20
Analyze	15
Evaluate	10
Create	

Course Name		**CREATIVITY, COMMUNICATION & CAREER SUCCESS**
Course Type		**Skill Enhancement Course**
Course Code		**BBA2-3005**
Course Credit		**3(2 L, 1 T)**
Semester		**III**
Objectives		The objectives of the course are to: • help students understand the fundamental principles & significance of the creativity for effective communication • gain insight into creative & persuasive communication skills & apply the same in various social and professional contexts

	• develop the ability in the students to illustrate effective communication skills requisite for career success
Course Outcomes (COs)	At the end of the course, a student will be able to: **CO 1:** Understand Creative Thinking Skills requisite for effective communication **CO 2:** Apply the skills of persuasion & Use of Rhetoric in Public Speaking **CO 3:** Use Visuals & Story-telling Tools **CO 4:** Draft a resume of their own using latest tools **CO 5:** Apply the knowledge of Strategic Communication during Group Discussion & Personal Interview
Pre-Requisite	Knowledge of reading comprehension, Speaking and Writing of English language at the Graduate level
Course Outline	**Unit I: Creativity & Communication-I** Creative Thinking as a Skill; Creative Thinking Process; Creativity in Problem Solving: Pattern Breaking: Thinking Differently; Six Thinking Hats (Through Case-study & Projects**)** **Unit II: Creativity & Communication-II** Idea Generation: Brainstorming; Use of SCAMPER Method; Engaging the Audience with Digital Story-telling (Students will submit a proposal for their innovation case. The proposal will offer details about the background to the problem and innovative approaches that they will study in the case, Use of language for creative expressions) **Unit III: Writing Effective Resume** Career Building in Today's Workplaces; Finding Gap Between Industry Requirements & Individual's Strengths; Understanding Self & Setting a Career Goal; Writing Resume for a Graduate **Unit IV: Interview for Career Success** Introduction, Process & Stages of Job Interview; Know Yourself, Know the Company; Types of Interview and Interview Questions; Pre-Interview Preparation for Placement; Important Non-verbal Aspects; Practicing Mock Interview Using Proper Verbal & Non-verbal cues, Exhibiting Confidence **Unit V: Effective Communication in Group** Planning & Preparing for GD; Participating & Improving Group Performance; Non-verbal Communication & Behavioral Skills in GD; Active Listening; Opening & Closing or Summarizing of GD; Useful & Appropriate Language Expressions During GD; Leadership Role & Other Functional Roles in GD
Pedagogy	• Group Discussion • Group Project & Presentation • Workshop for Writing • Creative Activities
Evaluation	Continuous Internal Evaluation(CIE)-40 marks End Semester Evaluation (ESE): 60 marks

Reference		**Text Book** • Raman & Singh (2018). Business Communication. OUP, New Delhi • Terina E. Walter & Gioglio, J. (2014). The Power of Visual Storytelling: How to Use Videos and Social Media to Market Your Brand **Reference & Further Reading** • Business Communication: Connecting in a Digital World by Lesiker & et all, McGraw Hill • Article: "Seven Ways to Leverage Visual Storytelling in Your Marketing" **Watch Lecture** • YouTube: Changing people, perception & lives • YouTube: "Memorable...Visual Storytelling" • Ted Talk - "The Power of Storytelling to Change the World

Facilitating the Achievement of Course Outcomes

Sl No	Course Outcome	Teaching & Learning Activities	Assessment Method	Blooms Taxonomy level
1	CO 1 Understand Creative Thinking Skills, Its Processes, the Use of New Media for Creative Communication	Classroom discussion on Creativity, Communication & (Cases of Recent Innovation & Innovative Leaders)	Written Assignment & Small Group Presentation (Content, Originality, Presentation & Research)	2 & 3
2	CO 2 Understand Art of Persuasion & Use of Rhetoric in Public Speaking /Writing	Lecture, Required Readings & Videos by Martin Luther King Jr, Sarah Brady	Compose a small Opinion editorial/Blog of their choice with rhetorical devices. (Use of Rhetoric Devices & other devices)	3 & 4
3	CO3 Apply Creative Skills in Oral & Written Communication & Use Visual & Story-telling Tools	Discussion, Reading Assignments, Videos	Pair Presentation with Visuals & Digital Storytelling techniques (Topic, Presentation Skills, Story Telling Techniques)	4 & 5
4	CO 4 Draft a resume of their own using technology	Discussion on various types of resume-traditional to video resume	Draft a Resume of their inappropriate format (Writing a Resume with appropriate content, expressions, format & layout)	3

5	CO 5 Apply the Knowledge of Strategic & Effective Communicate during Group Discussion & Personal Interview	Discussion on GD & PI, Videos on the same	Through GD & Interview FAQs (Effective & Strategic Communication & Listening Skills & Body Language)	4 & 5

Bloom's Taxonomy: Level 1: Remembering, Level 2: Understanding, Level 3: Applying , Level 4: Analysing, Level 5: Evaluating, Level 6: Creating

Mapping of the Course Outcomes to the Programme Outcomes (POs)

Course Outcomes (CO)	**Programme Outcomes (POs)**										
	PO 1	**PO 2**	**PO 3**	**PO4**	**PO 5**	**PO6**	**PO 7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	2	1	3			1	1	2	2	1	2
CO 2	2	1	3			1	1	2	2	1	2
CO 3	2	1	3				1	2	2		2
CO 4	2		3		2			2	2		2
CO 5	2		3					2	2		2

Assessment Pattern & Marks Distribution
Continuous Internal Evaluation (CIE)- 40 Marks

Bloom's Category	**Project** (10)	**Public Speaking** (10)	**Mid-semester** (20)
Remember			
Understand			5
Apply		5	5
Analyze	5	5	5
Evaluate	5		5
Create			

End Semester End Examination (ESE)- 60 Marks

Bloom's Taxonomy Level	**Test Marks**
Remember	
Understand	15
Apply	20
Analyze	15
Evaluate	10
Create	

Multi-disciplinary Course-III

Introduction to Artificial Intelligence

To be prepared by other school(BSoAS) and same syllabus will be followed

SEMESTER-IV

Semester	Disciplinary Major	Interdisciplinary Minor	Total Credit
IV	1. Human Resource Management (4 credit)	1.Ethics & Responsible Business (4 credit)	20
	2.Consumer Behavior (4 credit)	2.Research Methodology (4 credit)	
	3.Cost Management Accounting (4 credit)		

Course Name		**HUMAN RESOURCE MANAGEMENT**
Course Code		**BBA2-4000**
Course Type		**Disciplinary Major**
Course Credit		**4 (3L+1T)**
Semester		**IV**
Objectives		The objectives of this course are to: • familiarize students with the workforce at the managerial and non-managerial levels; • familiarize the students with various concepts, new trends in Human Resource Management; • develop knowledge regarding skills required for planning, managing and development of human resources; and • understand the role of HR managers in strategic decision making.
Course Outcomes (COs)		By the end of the course, the students will be able to: **CO1:** Understand and describe concepts of HRM and relate it to other aspects of the management. **CO2:**Understand the conceptual background of employee relations. **CO3:**Illustrate and analyse types of training, development, and compensation. **CO4:** Identify and understand the recruitment and selection strategies and its appropriate implementation in organization.
Pre-requisite		Principles of Management and Basic Knowledge of Staffing, Motivation and Job Design
Course Outline		**Unit-I** **Overview of Human Resource Management** Introduction to Human Resource Management (HRM): Definition, Concept, History, Functions, Role of HR executives, Challenges to HR Professionals; Introduction to Strategic HRM; Organizational Structure and HRM- Organizational Structure; Organizational Functions - Line and Staff Functions; Role of Human Resource Department in an Organization; Emergence of New Workplace in the Industry 5.0; Recognition of Transgender as a Separate Gender – Implications for HRM. **Unit-II** **Employment of Human Resources** Human Resource Planning (HRP): Definition, Objectives, HRP at Different Levels, Process of HRP; Recruitment- Concept, Factors Affecting Recruitment, Sources of Recruitment- Internal Search and External Sources; Selection- Concept, Selection Process; Influence of AI, IoT and digitalization in Recruitment; Training and Employee Engagement. **Unit-III** **Evaluation and Development of Human Resources** Performance Appraisal- Concept, Objectives, Appraisal Process, Performance Appraisal Methods, Pitfalls in Performance Appraisal, Uses of Performance Appraisal; Employee Training and Management Development- Definition and Purpose of Training, Assessing Training Needs, Training Methods.

		Unit-IV **Management of Human Resources** Managing Careers: Concept of Career - Career Anchors, Elements of a Career Planning Programme, Benefits of Career Planning to an Organization; Continuous Assessment- Succession Planning; Compensation Management- Definition and Objectives of Job Evaluation, Principles of Job Evaluation, Process of Job Evaluation, Advantages of Job Evaluation, Limitations of Job Evaluation; Concept and Types of Incentive Plans. **Unit-V** **Employee Relations** Employee Relations- Concept, Definition and Objectives, Different Roles in Employee Relations; Grievance Handling- Concept of Grievance, Causes of Grievance, Need for Grievance Redressal, Model Grievance Procedure; Discipline- Definition, Concept and Objectives, Principles of Maintaining Discipline, Red Hot Stove Rule, Types Of Disciplinary Actions, Code of Discipline; Industrial Employment (Standing Orders) Act, 1946; Changing HRM Practices in the Age of Industry 5.0.
Pedagogy		• Class Lecture and Discussion • Presentation • Case Analysis • Management Games • Role Play
Evaluation		Continuous Internal Evaluation (CIE) - 40 marks End-Semester Evaluation (ESE) - 60 marks
Suggested Readings		**Text Books:** • Varkkey, B., and Dessler, G. (2019). Human Resource Management, 15th Edition. • DeNisi, A. S., and Griffin, R. W. (2005). Human Resource Management. Dreamtech Press. 2nd Edition. **Reference Book:** • Rao, P. S. (2010). Human Resource Management: (Text and Cases). Himalaya Publishing House.

Facilitating the Achievement of Course Outcomes (COs)

Sl. No.	CO	Assessment Method	Bloom's Taxonomy Level
CO1	Understand and describe concepts of HRM and relate it other aspects of management.	Quiz and Assignment End term-Exam	1, 2, 3
CO2	Understand the conceptual background of employee relations.	Case analysis, Assignment, Presentation and End-Term Exam	2
CO3	Illustrate and analyze types of training, development and compensation.	Case analysis, Quiz, Assignment and End-Term Exam	2, 4

CO4	Identify and understand the recruitment and selection strategies and its appropriate implementation in organization.	Case analysis, Quiz and End-Term Exam	2, 3, 4

Bloom's Taxonomy: Level 1: Remembering; Level 2: Understanding; Level 3: Applying; Level 4: Analyzing; Level 5: Evaluating; Level 6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)											
Course Outcomes (CO)	**Programme Outcomes (POs)**										
	PO 1	**PO 2**	**PO 3**	**PO4**	**PO 5**	**PO6**	**PO 7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	3	3	2	2	1	-	1	2	3	2	2
CO 2	2	3	2	2	1	2	-	1	2	2	3
CO 3	3	1	-	1	1	-	2	-	3	-	1
CO 4	3	-	1	1	1	-	3	-	3	2	3

Assessment Pattern and Marks Distribution

Continuous Internal Evaluation (CIE) - 40 Marks

Bloom's Category	**Quiz/Written Test** (20)	**Group Assignment & Presentation** (10)	**Individual Assignment** (10)
Remember	05		
Understand	05	05	05
Apply	05		05
Analyze	05	05	
Evaluate			
Create			

End Semester Evaluation (ESE) - 60 Marks

Bloom's Taxonomy Level	**Test Marks**
Remember	10
Understand	15
Apply	10
Analyze	15
Evaluate	10
Create	

Course Name	**CONSUMER BEHAVIOR**
Course Code	**BBA2-4001**
Course Type	**Disciplinary Major/Core**
Course Credit	**4 (3L, 1T)**
Semester	**IV**
Objectives	The objectives of the course are to: • explain the fundamentals of the consumer behavior; and • conduct consumer-oriented marketing research for better marketing decisions
Course Outcomes(COs)	Upon successful completion of this course students will be able to: **CO1:** Discuss Consumer decision Process and conduct consumer research **CO2**: Apply learning of consumer decision making process for customer satisfaction **CO3**: Analyze Consumers' social and cultural settings and their influence on consumer behavior **CO4**: Analyze the influence of personal and psychological factors on consumer buying behavior **CO5:** Evaluate decision making levels and online consumer behavior
Pre-requisite	Students must come prepared to the class by going through the assigned cases and relevant chapter/s of the prescribed text book.
Course Outline	**Unit-I** **Introduction to Consumer Behavior** Importance, Scope, Need for Studying Consumer Behavior; Consumer Research Process; Ethics in Consumer Research **Unit-II** **Environmental Determinants of Consumer Behavior and Models** Economic Model; Psychoanalytic Model; Sociological Model; Howard & Seth Model; Nicosia Model; Engel- Kollat-Blackwell Model; Influence of Culture and Subculture on Consumer Behavior; Influence of Social Class, Reference Group And Family on Consumer Behavior **Unit-III** **Individual Determinants of Consumer Behavior: Motivation, Perception and Learning** Consumer Motivation: Dynamics of Motivation; Measurement of Motives; Ethics and Consumer Motivation; Consumer Perception; Elements, Dynamics Of Perception; Perceptual Process; Consumer Learning Elements; Learning Theories – Behavioral and Cognitive; Measures of Learning. **Unit-IV** **Individual Determinants of Consumer Behavior: Personality and Attitude** Personality-Meaning; Theories of Personality; Brand Personality;

	Self and Self-Image; Consumer Attitude Formation; Attitude Measurement; Strategies of Attitude Change **Unit V** **Consumer Decision Making and Beyond** Consumer Communication Process; Consumer Satisfaction; Consumer Decision Making Levels; Online Consumer Behavior; Relationship Marketing; Analytics for Enriched Learning of Consumer; Introduction to Neuro Marketing
Pedagogy	• Presentations • Role Plays • Case Analysis
Evaluation	Continuous Internal Evaluation (CIE): 40 marks End-Semester Evaluation (ESE): 60 marks
Suggested Readings	**Text Books:** ▪ Schiffman, L. G., Wisenblit, J., & Kumar, S. R. (2015). Consumer Behavior. Pearson. Pearson Education India. ▪ Batat, W. (2019). Experiential marketing: Consumer behavior, customer experience and the 7Es. Routledge. **Reference Books:** ▪ Sethna, Z., & Blythe, J. (2019). Consumer behaviour. Sage.

Facilitating the Achievement of Course Outcomes (COs)

Sl. No.	CO	Classroom Activities & Techniques	Assessment Method	Bloom's Taxonomy Level
CO1	Discuss Consumer decision Process and conduct consumer research	Lectures, case discussion	Written Exam	2
CO2	Apply learning of consumer decision making process for customer satisfaction	Lectures, case discussion	Written Exam	3
CO3	Analyze Consumers' social and cultural settings and their influence on consumer behavior	Lectures, case discussion	Discussion, Video, Role-play Presentation	4
CO4	Analyze the influence of personal and psychological factors on consumer buying behavior	Lectures, case discussion	Written Exam, Quiz	4
CO5	Evaluate decision making levels and online consumer behavior	Lectures, case discussion	Written Exam	5

Bloom's Taxonomy: Level 1: Remembering; Level 2: Understanding; Level 3: Applying**;** Level 4: Analyzing**;** Level 5: Evaluating**;** Level 6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes (POs)										
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	-	-	-	-	-	3	-	-	-	-	-
CO 2	-	3	-	-	-	-	3	-	3	-	-
CO 3	-	3	-	3	-	-	-	-	2	-	-
CO 4	-	-	-	-	3	-	-	-	2	3	-
CO 5	-	-	-	-	-	2	-	-	-	-	2

Assessment Pattern & Marks Distribution

Continuous Internal Evaluation (CIE) - 40 Marks

Bloom's Category	**Quiz 1** (15)	**Quiz 2** (15)	**Assignments & Presentation** (10)
Remember			
Understand	10		
Apply	5	5	5
Analyze		10	
Evaluate			5
Create			

End Semester Evaluation (ESE) - 60 Marks

Bloom's Taxonomy Level	**Test Marks**
Remember	
Understand	10
Apply	20
Analyze	25
Evaluate	5
Create	

Course Name		**COST AND MANAGEMENT ACCOUNTING**
Course Type		**Disciplinary Major**
Course Code		**BBA2-4002**
Course Credit		**4 (3 L+1T)**
Semester		**IV**

Objectives	The objectives of this course are to: • acquaint the students different methods and techniques of cost. • enable the students to apply the costing principles to evaluate the cost of a particular job/process/contract, compare the actual cost with the standard/specified cost to know the deviation and take appropriate measures to minimize cost.
Course Outcomes (COs)	On successful completion of the course, the students will be able to: **CO-1:** Understand the concepts of cost accounting including cost concepts, methods, and techniques of cost accounting. **CO-2:** Apply different types of cost and methods to be used to calculate the cost and variances in relation to the production of products. **CO-3:** Analyze the methods and techniques of cost accounting for cost control. **CO-4:** Evaluate the concept, analysis, and application of costing methods and techniques for decision making.
Pre-Requisite	Basics of Cost Accounting
Course Outline	**Unit-I** Overview of Cost Accounting, Concepts, and Practices. Difference between Cost Accounting and Financial Accounting, Cost Accounting and Management Accounting, Management Accounting: Scope, Objects and Functions and Limitations of Management Accounting, Tools and Techniques of Management Accounting **Unit-II** Classification of Cost, Cost Centre and Cost Unit, Preparation of cost sheet, Allocation and Absorption of Overhead, Preparation of Labour hour rate & Machine hour rate. **Unit – III** Marginal Costing and Cost - Volume Profit Analysis. **Unit – IV** Job, Contract and Process costing. **Unit – V** Budgetary Control, Standard Costing and Variance Analysis.
Evaluation	▪ Continuous Internal Evaluation (CIE)- 40 marks ▪ End-Semester Evaluation (ESE): 60 marks
Pedagogy	• Classroom discussion • Case Study • Presentations
Suggested Readings	**Text Book** ▪ Kishore Ravi M (2019), *Cost & Management Accounting* (6th Ed) , Taxmann

		References ▪ Jain S.P., Narang K.L., Agrawal Simmi, Sehgal monika (2019), *Principles and Practice*, Kalyani Publishers. ▪ Nigam B.M.L. & Jain, I.C. (2014), *Cost Accounting. Principles and Practice*, PHI. ▪ M Y Khan and P K Jain (2018), *Management Accounting: Text Problem and Cases* (7th Ed), Mc Graw Hill Education. ▪ M N Arora, *Cost Accounting. Principles and Practice* (12th Ed), Vikash Publishing]

Facilitating the Achievement of Course Outcomes

Unit No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Blooms Taxonomy Level
CO1	Understand the concepts of cost accounting including cost concept, methods and techniques of cost accounting.	Lectures, case discussion	Quiz, Assignments, Written-test	2
CO2	Apply different types of cost and methods to be used to calculate the cost and variances in relation to the production of products	Lectures, problem-solving, laboratory sessions	Hands-on test, Quiz, Assignments, Written-test	3
CO3	Analyze the methods and techniques of cost accounting for cost control.	Problem discussion, case discussion	Quiz, Assignments, Written-test	3, 4
CO4	Analyse and evaluate Contract and Process costing.	Problem discussion, case discussion	Quiz, Assignments, Written-test	3, 4

Bloom's Taxonomy: Level1: Remembering, Leve2: Understanding, Leve3: Applying, Leve4: Analyzing, Leve5: Evaluating, Leve6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

	Programme Outcomes (POs)										
Course Outcomes (COs)	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	2	-	2	2	-	-	-	2	2	2	-
CO 2	2	3	3	2	3	3	1	2	3	2	3
CO 3	2	3	-	3	4	4	3	-	3	2	-
CO 4	3	3	3	2	3	-	3	-	3	2	2

Assessment Pattern & Marks Distribution

Continuous Internal Evaluation (CIE)- 40 Marks

Bloom's Category	**Presentation** (10)	**Quiz** (10)	**Test** (20)
Remember			
Understand			5
Apply	10	5	5
Analyze		5	10
Evaluate			
Create			

End Semester Evaluation (ESE)- 60 Marks

Bloom's Taxonomy Level	**Test Marks**
Remember	
Understand	15
Apply	15
Analyze	15
Evaluate	15
Create	

Course Name		**ETHICS AND RESPONSIBLE BUSINESS**
Course Type		**Interdisciplinary Minor**
Code		**BBA2-4003**
Credit		**4 (3 L+1 T)**
Semester		**IV**
Objectives		The objectives of the course are to**:** • impart an understanding to the students the role businesses play in the society. • acquire the right perspective to view business conduct in terms of business ethics, its practices and whether or not they are responsible and sustainable.
Course Outcomes (COs)		By the end of the course, the students will be able to: C**O 1**: Understand national and international regulations, standards, principles, guidelines and codes of conduct frameworks in the domain **CO 2:** Apply right perspective on Business Ethics **CO 3:** Analyse responsible, ethical and sustainable underpinnings to business conduct, practices and decisions

	CO 4: Evaluate concepts, theories and models relating to Social Responsibility of Business Viz. Ethics, Sustainability, Corporate Governance and Corporate Social Responsibility
Pre-Requisite	Fundamental knowledge on different domain like Marketing, Finance, Operations and OB/HR courses.
Course Outline	**Unit I** **Understanding Ethics in Business** Understanding business in the context of society; Underscoring Issues of Responsible Business and Corporate Social Responsibility; Indian Ethos and Business Ethics **Unit II** **Human Rights & Responsible Business** Responsible business with a human rights perspective; Frame work for ethical decisions; Business ethics in the context of human rights, governance and sustainable development. **Unit III** **Evolution of Corporate Governance** Corporate governance; Corporate Governance, Business and Governance; Evolution of Corporate Governance. Introduction to the different models of Corporate Governance followed over the world **Unit IV** **Corporate social Responsibility** Corporate social responsibility; Corporate Social Responsibility, Definitions and Concept of CSR; History and Evolution of CSR (International, Generic) **Unit V** **Corporate Governance & Sustainable Goals** Principles, standards, guidelines and codes of conduct in the domain; The Corporate Governance norms and practices prevalent in India; Companies Act, Sustainable Development Goals; ISO 26000 (CSR Guidance); National Guidelines on Responsible Business Conduct.
Evaluation	▪ Continuous Internal Evaluation (CIE)-40 Marks ▪ End Semester Evaluation (ESE)-60 Marks
Pedagogy	Classroom discussion, Projects, Case Study & Presentations
References	**Text Books** ▪ Crane, A., McWilliams, A., Matten, D., Moon, J., & Siegel, D. (Eds.). 2008. *The Oxford handbook of CSR*. Oxford: Oxford University Press ▪ William B. Werther, Jr., David Brian Chandler 2011 *Strategic corporate social responsibility: stakeholders in a global environment*, Sage Publication. ▪ Michael Blowfield, Alan Murray 2008 *Corporate Responsibility: A Critical Introduction*, Oxford University Press.

		▪ Chakraborty, S.K. 1998 *Foundation of Managerial Work-Contribution from Indian Thought*, Himalaya Publishing House Delhi

Facilitating the Achievement of Course Outcomes (COs)

Sl No.	CO	Assessment Method	Blooms Taxonomy Level
CO1	Understand national and international regulations, standards, principles, guidelines and codes of conduct frameworks in the domain	Quiz	2
CO2	Apply right perspective on Business Ethics	Individual and team-based tasks, Application to specific industries	3
CO3	Analyze responsible, ethical and sustainable underpinnings to business conduct, practices and decisions	Group Case Presentation, Comparison Reports	4
CO4	Evaluate concepts, theories and models relating to Social Responsibility of Business Viz. Ethics, Sustainability, Corporate Governance and Corporate Social Responsibility	Group Assignment, Group Case Presentation	5

Bloom's Taxonomy: Level 1: Remembering, Level 2: Understanding, Level 3: Applying, Level 4: Analyzing,Level 5: Evaluating, Level 6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (CO)	Programme Outcomes (POs)										
	PO 1	**PO 2**	**PO 3**	**PO4**	**PO 5**	**PO6**	**PO 7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	3	1	1	1	1						1
CO 2	3	2		2	1		1	2	2	3	1
CO 3	2	3	2	3	2	2	1	2	3	3	2
CO 4	3	3	3	3	3	2	2	2	3	3	2

Assessment Pattern & Marks Distribution

Continuous Internal Evaluation (CIE)- 40 Marks

Bloom's Category	Presentation (15)	Writing Assignments (10)	Quiz (15)
Remember			
Understand	5		5
Apply	5	5	5
Analyze	5	5	5
Evaluate			
Create			

End Semester Evaluation (ESE)- 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	
Understand	15
Apply	15
Analyze	10
Evaluate	10
Create	10

Course Name		**RESEARCH METHODOLOGY**
Course Code		**BBA2-4004**
Course Type		**Multidisciplinary**
Course Credit		**3 (2-L, 1-T)**
Semester		**IV**
Objectives		The objectives of this course are to: • develop and extend students' knowledge of quantitative and qualitative research methods as well as facilitating their understanding; and • apply the key methodological principles in the design of different types of research to solve business problems.
Course Outcomes (COs)		Upon successful completion of the course the students will be able to: **CO1:** Understand the basic framework of the research process **CO2:** Develop a comprehensive research methodology for a research question

	CO3: Demonstrate statistical tools & techniques in business applications. **CO4:** Develop necessary critical thinking skills in order to apply appropriate methodology
Pre-Requisite	Basic understanding in statistics
Course Outline	**Unit I** **Foundations of Research** Introduction to Research Methodology; Importance of Research in Decision Making; Types of Research; Scope of Business Research. **Unit II** **Research Design** Business Research Design & Implementation; The Research Process. **Unit III** **Data Collection** & **Sample Design** Data Collection Sources & Methods; Sampling & Sampling Designs. **Unit IV** **Data Preparation and Analysis** Measurement Concepts; Attitude Measurement & Scales; Questionnaire Designing; Univariate & Bi-Variate Analysis, Data Analysis using Generative AI - Chat GPT **Unit V** **Report Writing** Report Preparation and Presentation
Pedagogy	• Presentations • Projects • Case Analysis
Evaluation	• Continuous Internal Evaluation (CIE): 40 Marks • End-Semester Evaluation (ESE) : 60 marks
Suggested Readings	**Text Book** Chawla D., & Sondhi N. (2016). *Research Methodology* (2nd ed.). Vikash publishing. **Reference Books** • Zikmund, W.G., Barry, J., Jon, C.C., & Griffin, M. (2013). *Business Research Methods* (9th ed.). Cengage. • Cooper D., & Schindler, P. (2013). *Business Research Methods* (12th ed.). Tata McGraw Hill. • Paneerselvam, R. (2014). *Research Methodology* (2nd ed.). PHI, New Delhi. • Kothari, C.R., & Garg, G. (2019). *Research Methodology* (4th ed.). New Age International Publishers.

Facilitating the Achievement of Course Outcomes

Sl. No	Course Outcomes (CO)	Classroom Activities & Techniques	Assessment Method	Bloom's Taxonomy Level
CO1	Understand the basic framework of the research process	Lecture and discussion through small cases	Quiz	2, 3
CO2	Develop a comprehensive research methodology for a research question	Lecture and discussion projects to be given.	Group Exercises	3
CO3	Demonstrate statistical tools & techniques in business applications.	Lecture, Problem discussion & case studies	Assignment	3
CO4	Develop necessary critical thinking skills in order to apply appropriate methodology	Lecture	Project Presentation	4

Bloom's Taxonomy: Level 1: Remembering; Level 2: Understanding; Level 3: Applying; Level 4: Analyzing; Level 5: Evaluating; Level 6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (CO)	Programme Outcomes (PO)										
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO 1	-	-	-	-	-	-	-	-	2	3	-
CO 2	-	2	-	-	-	-	-	-	2	3	-
CO 3	-	3	-	3	-	-	-	-	3	3	-
CO 4	-	3	-	3	-	-	-	-	3	-	-

Assessment Pattern & Marks Distribution
Continuous Internal Evaluation (CIE) - 40 Marks

Bloom's Category	Quiz (10)	Assignments & Case study (10)	Group Projects (20)
Remember			
Understand	10		10
Apply		10	10
Analyze			
Evaluate			
Create			

End Semester Evaluation (ESE) - 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	10
Understand	10
Apply	20
Analyze	20
Evaluate	
Create	

SEMESTER V

Semester	Disciplinary Major	Community Engagement & Summer Project	Total Credit
V	1.Strategic Management credit)	1. Summer Project (2 credit)	20
	2.Operations Management credit)		
	3.Leadership and Team Management (4 credit)	2.Community Engagement (2 credit)	
	4.Financial Management credit)		
	5.Business Environment (4 credit)		

Course Name	**STRATEGIC MANAGEMENT**
Course Code	**BBA3-5000**
Course Type	**Disciplinary Major**
Course Credit	**4(3-L, 1-T)**
Semester	**V**
Objectives	The objectives of this course are to: • develop the ability to understand the fundamental issues regarding corporate and business strategy, and the implementation and process aspects of strategic management; and • equip the students the skills to create a conceptual framework that will serve students as a reference for making progressive and appropriate use of the learned strategic management concepts.
Course Outcomes (COs)	Upon successful completion of the course the students will be able to: **CO1:** Understand a range of strategic management theories **CO2:** Apply appropriate theories, tools, models and heuristics for studying an organization's strategically relevant internal and external environment **CO3:** Analyse and integrate knowledge gained for the formulation and implementation of strategy from holistic and multi-functional perspectives. keeping global, ethical, social and sustainable issues in mind **CO4:** Evaluate real life company situations, research and recommend creative solutions, using a strategic management perspective
Pre-requisite	Principles of Management
Course Outline	**Unit - I** **Overview of Strategic Management** Strategic Management- Meaning, Significance, Objectives; Evolution and Development of Business Policy and Strategic Management; Key Elements of Strategy, Strategic Inputs; Strategic Actions; Strategic Outcome; Phases In The Strategic Management Process **Unit– II** **Strategic Inputs** Strategic Management and Competitiveness; Vision; Mission; External Environment; Opportunities; Threats; Competition and Competitor Analysis; Internal Environment; Resources; Capabilities; Competencies And Competitive Advantage.

	Unit - III **Implementation of Strategic Actions** Corporate Governance and Ethics; Structure and Controls with Organizations; Strategy Execution; Congruence Model; Leadership Implications for Strategy, Entrepreneurial Implications for Strategy. **Unit - IV** **Formulation of Strategic Action** Business Level Strategy; Competitive Rivalry and Dynamics; Corporate-Level Strategy; Strategic Acquisition and Restructuring; Global Strategy; Cooperative Implication for Strategy. **Unit- V** **Current trends in strategic management:** Change Management; The Networked Organization; Sustainable Development and Strategy.
Pedagogy	• Presentations • Role plays • Case Analysis
Evaluation	• Continuous Internal Evaluation (CIE): 40 marks • End Semester Evaluation (ESE): 60 marks
Suggested Readings	**Text Books** • "Strategic Management: A South-Asian", Author(s): Michael A. Hitt | R. Duane Ireland | Robert E. Hoskisson | S. Manikutty, Cengage 9th Edition. **Reference Books:** • Charles W.L.Hill & Gareth R Jones- *An Integrated Approach to Strategic Management*-Cengage Learning India Edition • J.Barney & W.S.Hesterly-*Strategic Management and competitive advantage* – Pearson Education Inc. • Gordon Walker -*Modern Competitive Strategy*-Tata Macgrow Hill publications HBR 10 Must Reads on Strategy (e book provided)

Facilitating the Achievement of Course Outcomes (COs)

Sl. No	CO	Classroom Activities & Techniques	Assessment Method	Bloom's Taxonomy Level
CO1	Understand a range of strategic management theories	Lectures, case discussion	Quiz, Assignments, Written-test	1, 2
CO 2	Apply appropriate theories, tools, models and heuristics for studying an organisation's strategically relevant internal and external environment	Lectures, identifying analyzing problems through	Quiz, Assignments, Written-test	2

		case study discussions		
CO 3	Analyse and integrate knowledge gained for the formulation and implementation of strategy from holistic and multi-functional perspectives. keeping global, ethical, social and sustainable issues in mind	Lectures, case discussion	Quiz, Assignments, Written-test	4
CO 4	Evaluate real life company situations, research and recommend creative solutions, using a strategic management perspective	Lectures, case discussion	Presentations, Assignments	2

Bloom's Taxonomy: Level 1: Remembering; Level 2: Understanding**;** Level 3: Applying **;** Level 4: Analysing; Level 5: Evaluating **;** Level 6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (CO)	**Programme Outcomes (POs)**										
	PO 1	**PO 2**	**PO 3**	**PO4**	**PO 5**	**PO6**	**PO 7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	3	1	1	1	1						1
CO 2	3	2		2	1		1	2	2	3	1
CO 3	2	3	2	3	2	2	1	2	3	3	2
CO 4	3	3	3	3	3	2	2	2	3	3	2

Assessment Pattern & Marks Distribution

Continuous Internal Evaluation (CIE)- 40 Marks

Bloom's Category	**Presentation-I** (15)	**Writing Assignments** (10)	**Presentation-II** (15)
Remember			
Understand	5	5	5
Apply	5		5
Analyze	5	5	5
Evaluate			
Create			

End Semester Evaluation (ESE)- 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	
Understand	15
Apply	20
Analyze	15
Evaluate	10
Create	

Course Name	**OPERATIONS MANAGEMENT**
Course Code	**BBA3-5001**
Course Type	**Disciplinary Major**
Credit	**4 (3 - L, 1- T)**
Semester	**V**
Objectives	The objectives of this course are to: • enable students to understand what is production, its history and the critical role of production in plant & company business process. • help analyse basic concepts necessary for successfully taking up manufacturing in a plant. • learn & apply manufacturing techniques for achieving stake holders' satisfaction. • help students to use basic operation management concept to deliver organisational objective and targets.
Course Outcomes(COs)	Upon successful completion of the course, the student will be able to: **CO1:** Understand how production management has evolved to operation management. **CO2:** Analyse prerequisites for short-term manufacturing planning. **CO3**: Apply techniques and tools of planning for optimal resource utilisation to meet market demand on-time & at lowest cost. **CO4**: Analyse product quality through proper procedures & policies as well control process quality. **CO5:** Evaluate supply chain management process to ensure material availability in factory and products at point-of-sales.
Pre-Requisite	Statistics, Operation Research, Costing and MIS.

Course Outline	**Unit I** **Introduction to Operations Management** Evolution of Production/Operation Management; Scope and Elements of Operations Management, Relationship with other Functional Areas; Service Operation & Manufacturing Operation. **Unit II** **Facility Location and Layout** Product, Process and Job Design; Work Measurement; Capacity and Forecasting; Location. Layout: Types and their Advantages and Disadvantages. **Unit III** **Resource Management** Methods of Forecasting; Capacity Planning; Production Planning and Scheduling; MPS & MRP and ERP & Io.T. **Unit IV** **Quality Management** Quality Evolution & Definition; Quality Management System: ISO, JIT, TQM, Lean; SixSigma; Process Quality Control: Quality Tools; Quality Awards; Innovation and Improvement. **Unit V** **SCM & Inventory Management** Purchasing; Material Management; Inventory Management: EOQ; Inventory Models; Supply Chain Management: Supply and Distribution System; Logistic & Warehousing and E-Commerce, Applications of IoT and Block Chain in Supply Chain Management
Pedagogy	• Classroom Discussion • Industrial Visit • Presentation • Case Analysis
Evaluation	• Continuous Internal Evaluation (CIE): 40 Marks • End Semester Evaluation (ESE) - 60 Marks
Reference	**Text Books** • Chary, S. N. (2019). Production and Operations Management. (6th. Edition). McGraw-Hill. **Reference Books:** • William J. Stevenson (2022). Operations Management (13th. Edition), McGraw Hill. • Alistair Brandon Jones, Nicola Burges & Nigel Slacks (2022). Operations Management (10th. Edition), Pearson. Richard B. Chase, Ravi Shankar, Jacobs (2018). Operation and Supply Chain Management (15th. Edition). McGraw Hill.

Facilitating the Achievement of Course Outcomes (COs)

Sl. No.	CO	Classroom Activities & Techniques	Bloom's Taxonomy Level
CO1	Understand & remember how production management has evolved to operation management	Classroom discussion, Industry Visit, Presentation	1 & 2
CO2	Understand and evaluate prerequisites for short-term manufacturing planning	Lectures, Discussion, Reading material	2 & 3
CO3	Learn techniques and tools of Planning for optimal resource utilisation to meet market demand on-time & at lowest cost	Lectures, Presentation, Case discussion.	2 & 3
CO4	To ensure delivery of Quality products through proper procedures & policies as well control process quality	Lecture, Discussion,	3, 4 & 5
CO5	To develop Supply Chain Management to ensure material availability in factory and products at point-of-sales	Presentation, Lecture, Discussion	5 & 6

Bloom's Taxonomy: Level 1: Remembering; Level 2: Understanding; Level 3: Applying; Level 4: Analysing; Level 5: Evaluating; Level 6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes(POs)										
	PO 1	PO 2	PO 3	PO4	PO 5	PO6	PO 7	PO8	PSO1	PSO2	PSO3
CO 1	2	-	2	-	2	1	-	2	3	-	-
CO 2	1	2	1	-	2	-	2	3	1	-	2
CO 3	1	3	-	1	1	1	-	2	1	2	1
CO 4	-	3	2	3	1	-	2	2	-	2	3
CO 5	2	2	3	1	-	1	2	2	2	3	2

Assessment Pattern & Marks Distribution

Continuous Internal Evaluation (CIE) - 40 Marks

Bloom's Category	Quiz (10)	Assignments & Presentation (15)	Case Analysis (15)
Remember			

Understand			
Apply	10	5	
Analyze		5	5
Evaluate		5	10
Create			

End Semester Evaluation (ESE)- 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	10
Understand	15
Apply	10
Analyze	10
Evaluate	15
Create	

Course Name		**LEADERSHIP SKILL AND TEAM MANAGEMENT**
Course Code		**BBA3-5002**
Course Type		**Disciplinary Major**
Course Credit		**4(3-L, 1-T)**
Semester		**V**
Objectives		The objectives of this course are to: • understand concepts and practical aspect of leadership skills; • understand concepts and practical aspect of team management; • develop students' team performance for achieving business excellence in global business organizations.
Course Outcomes (COs)		Upon successful completion of the course the students will be able to: **CO1:** Understand the meaning and importance of leadership in business organizations **CO2:** Apply the theories of leadership and modify their own style of leadership as required **CO3:** Appraise and apply the ethics of doing business when working as a leader **CO4:** Analyse team and can assess the success of teams in different work set-up **CO5:** Analyse the role of team, leadership in business organizations

Pre-requisite	Students must come prepared to the class by going through the assigned cases and relevant chapter/s of the prescribed textbook.
Course Outline	**Unit - I** **Concepts of Leadership** The meaning of leadership, leadership vs. management, the impact of leadership on organizational performance, leadership roles, Leadership – Concept – Forms of leadership – personality traits of effective leaders, leadership motives- cognitive factors of leadership, Role of leadership in building a strong sustainable business empire– instances from Indian History- Essential features of a great leader – Cases from Indian business world. **Unit– II** **Leadership Styles** The leadership continuum, classical leadership style, the boss-centred vs. employee-centred leadership continuum, the autocratic participative free rein continuum, the leadership grid style, Transformational Leaders, the entrepreneurial leadership style, gender difference in leadership style, selecting the best leadership style. Find out the leader in you - Self-Assessment and analysis of leadership. **Unit - III** **Ethics for leaders** Significance of ethics for leaders – Criticisms on ethics in business leadership - factors impacting business ethics - Mapping of various types of ethics for types of leadership - Theories connected with business ethics – unethical business practices and its impact on society. **Unit - IV** **Developing Team-Work** Organizational context of teams: structure, culture, support, human resource policies – team topography – purpose of teams, ntra-team processes (task-related): mission, goals, objectives, action planning – intra-team processes (relationship-related): communication, conflict, trust, decision-making – inter-team processes: conflict, coordination – team effectiveness – measures of productivity, satisfaction. **Unit- V** **Team Leadership in business organization** Advantage and disadvantage of group work and team work; the leader's role in the team based organization, leader behaviour and attitude that foster teamwork. Leadership development, succession, and future: development through self- awareness and self-discipline, leadership development Programmes, role of HR department in leading team based organization.
Pedagogy	• Classroom presentation • Short case lets and example based discussion • Video and audio presentation form online platforms

	• Intra-group activities • Question and answer • Delivery on specific topics by students
Evaluation	• Continuous Internal Evaluation (CIE): 40 marks • End Semester Evaluation (ESE): 60 marks
Suggested Readings	**Text Books** • Daft, R. L. (2014). The Leadership Experience (6th ed.). Cengage Learning, Delhi. • Forsyth, D. R. (2018). Group Dynamics. (6th ed.). Cengage Learning, Delhi. • Robbins, S. P., & Sanghi, S. (2015). Organizational Behaviour, (6th ed.). Pearson Education, Delhi.

Facilitating the Achievement of Course Outcomes (COs)

Sl. No	CO	Classroom Activities & Techniques	Assessment Method	Bloom's Taxonomy Level
CO1	Understand the meaning and importance of leadership in business organizations.	Lectures, case discussion	Case Assignments, Written test	1, 2
CO 2	Apply the theories of leadership and modify their own style of leadership as required.	Student assigned as Lectures	Assignments, Written test	2
CO 3	Appraise and apply the ethics of doing business when working as a leader.	Problem solving sessions, case discussion	Quiz, Written test	4
CO 4	Analyse team and can assess the success of teams in different work set-up.	Lectures, article discussion	Assignments, Written test	2
CO 5	Analyse the role of team, leadership in business organizations.	Problem solving sessions, case discussion	Project, Written test	4 & 5

Bloom's Taxonomy: Level 1: Remembering; Level 2: Understanding**;** Level 3: Applying **;** Level 4: Analysing; Level 5: Evaluating **;** Level 6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (CO)	**Programme Outcomes (POs)**										
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO 1	3	-	-	-	-	-	-	-	1	-	-
CO 2	3	-	1	-	-	3	-	-	1	-	-
CO 3	3	1	1	-	-	-	-	-	1	1	1
CO 4	3	1	1	-	3	-	-	-	1	1	
CO 5	3	-	1	-	3	1	-	2	1	1	1

Assessment Pattern & Marks Distribution
Continuous Internal Evaluation (CIE)- 40 Marks

Bloom's Category	**Quiz (10)**	**Presentation (10)**	**Assignments & Project (10)**	**Case Analysis (10)**
Remember				
Understand	10			
Apply		5	5	
Analyze		5	5	5
Evaluate				5
Create				

End Semester Evaluation (ESE)- 60 Marks

Bloom's Taxonomy Level	**Test Marks**
Remember	
Understand	15
Apply	20
Analyze	15
Evaluate	10
Create	

Course Name	**FINANCIAL MANAGEMENT**
Course Type	**Disciplinary Major**
Course Code	**BBA3-5003**
Course Credit	**4 (3-L+1-T)**
Semester	**VI**
Objectives	The objectives of this course are to: • acquaint the students to familiarize the students with the principles and practices of financial management. • provides a conceptual and analytical framework for financial decision-making.
Course Outcomes (COs)	On successful completion of the course, the students will be able to: **CO1:** Understand the Concepts of Financial Management. **CO2:** Apply time value of money and its relevance to corporate financial decisions. **CO3:** Analyze Decisions related to Financial Management **CO4:** Evaluate Financial Viability of Projects.
Pre-Requisite	Adequate Knowledge of Indian Economy
Course Outline	**Module 1:** **Introduction:** Financial Management – Financial goals - Profit vs. Wealth Maximization; Finance Functions – Investment, Financing and Dividend Decisions – Cost of Capital – Significance of Cost of Capital – Calculation of Cost of Debt – Cost of Preference Capital – Cost of Equity Capital (CAPM Model and Gordon's Model) and Cost of Retained Earnings – Combined Cost of Capital (weighted/Overall). **Module 2:** **Capital Budgeting** – Time Value of Money, Risk and Return, Nature of Investment Decisions – Investment Evaluation criteria – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) – NPV and IRR comparison **Module 3:** **Leverage Analysis:** Common size statements, Financial ratios, Operating and Financial Leverage – Measurement of Leverages – Effects of Operating and Financial Leverage on Profit – Analyzing Alternate Financial Plans - Combined Financial and Operating Leverage – Capital Structure Theories - Traditional approach - M.M. Hypotheses – without Taxes and with Taxes – Net Income Approach (NI) – Net Operating Income Approach (NOI) - Determining capital structure in practice. **Module 4:** **Dividend Policies** – Issues in Dividend Decisions – Relevance Theory – Walter's Model – Gordon's Model – Irrelevance Theory – M-M hypothesis -

	Dividend Policy in Practice – Forms of Dividends – Stability in Dividend Policy – Corporate Dividend Behaviour. **Module 5:** **Management of Working Capital** – Significance and types of Working Capital – Calculating Operating Cycle Period and Estimation of Working Capital Requirements – Financing of Working Capital and norms of Bank Finance – Sources of Working capital – Factoring services– Various committee reports on Bank Finance – Dimensions of Working Capital Management.
Pedagogy	Lecture, Case Study & Presentation
Evaluation	▪ Continuous Internal Evaluation (CIE)- 40 marks ▪ End-Semester Evaluation (ESE): 60 marks
Suggested Readings	**Text Books** • Chandra, P. (2017). *Financial Management* (9th ed.). TMH. • Van Horne, J.C., & Dhamija S. (2015). *Financial Management & Policy* (12th ed.). Pearson Education India. • Weston, J.F. & Brigham, E.F. (1972). *Managerial Finance* (4th ed.). RineHart Winston Holt. **References** • Brigham, E.F., & Houston, J.F. (2016). *Fundamentals of Financial Management* (15th ed.). C.B.S. Intemational. • Sahoo, P.K. (2016). *Financial Management*, Pen Point Communication. • Khan, M.Y., & Jain, P.K. (2018). *Financial Management*. Tata McGraw-Hill.

Facilitating the Achievement of Course Outcomes

Unit No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Blooms Taxonomy Level
CO1	Understand the Concepts of Financial Management.	Lectures, case discussion	Quiz, Assignments, Written-test	2
CO2	Apply financial analysis using different tools	Lectures, problem solving, laboratory sessions	Hands-on test, Quiz, Assignments, Written-test	3
CO3	Apply time value of money and its relevance to corporate financial decisions.	Problem discussion, case discussion	Quiz, Assignments, Written-test	3
CO4	Analyze and Evaluate Decisions related to Financial Management	Problem discussion, case discussion	Quiz, Assignments, Written-test	3, 4

Bloom's Taxonomy: Level 1: Remembering, Level 2: Understanding, Level 3: Applying, Level 4: Analysing, Level 5: Evaluating, Level 6: Creating

Mapping of the Course Outcomes to the Programme Outcomes (POs)

	Programme Outcomes (POs)										
Course Outcomes (COs)	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	2	-	2	2	-	-	-	2	2	2	-
CO 2	2	3	3	2	3	3	1	2	3	2	3
CO 3	2	3	-	3	4	4	3	-	3	2	-
CO 4	3	3	3	2	3	-	3	-	3	2	2

Assessment Pattern & Marks Distribution
Continuous Internal Evaluation (CIE)- 40 Marks

Bloom's Category	**Presentation (10)**	**Quiz (10)**	**Test (20)**
Remember			
Understand			5
Apply	5	5	5
Analyze		5	10
Evaluate			
Create			

End Semester Evaluation (ESE)- 60 Marks

Bloom's Taxonomy Level	**Test Marks**
Remember	
Understand	15
Apply	15
Analyze	15
Evaluate	15
Create	

17.1 Community Engagement & Summer Internship (2 Credits Each)

All the students will undergo internship in an industry / organization or training in labs with faculty and researchers. Students will be provided with opportunities for internships with local industries, business organizations, health and allied areas, and local governments. The field-based learning/minor project will provide opportunities for students to understand the different socio-economic contexts.

The component of 'Community Engagement and Service' in the curricula will expose students to the socio-economic issues in society so that the theoretical learnings can be supplemented by actual life experiences.

SEMESTER-VI

Semester	Disciplinary Major	Total Credit
VI	1. Corporate Finance (4 credit)	20
	2. MIS (4 credit)	
	3. Digital Marketing (4 credit)	
	4. Operations Research (4 credit)	
	5. Business Environment (4 credit)	

Course Name	**CORPORATE FINANCE**
Course Type	**Disciplinary Major**
Code	
Credit	**4 (3 L+1 T)**
Semester	**VI**
Objectives	The objectives of the course are to: • provide an in–depth understanding of management tools and techniques used in Corporate Finance. • familiarize learner on how to interface with accounting and finance departments, and to help them to understand how firms meet their financial objectives utilizing financial decision-making
Course Outcomes(COs)	By the end of the course, the students will be able to: **CO1:** Understand the concepts of time value of money and risk-return relationship. **CO2:** Apply the concept of cost of capital to understand the different capital structure theories and the process of arbitrage **CO3:** Analyze the concepts of leverages and trading on equity.
Pre-Requisite	Basic idea of Financial management
Course Outline	**Unit I** **Introduction to Corporate Finance** Concept of Profit Maximization and Wealth Maximization, Risk-Return Trade-off, Present Value of Money, Finance Manager-Role and Responsibilities, Scope of Financial Management in an Organization. **Unit II** **Risk & Return Concept and Management** Introduction to Risk, types of risk, systematic and unsystematic risk. Minimizing risk. Risk exposure, Risk measurement problems, Investment decision making, return, elements of return, Calculating expected return and risk. Using Beta to estimate return **Unit III** **Cost of Capital** Concept and Measurement of Cost of capital: Cost of Debt, Equity Capital, Retained Earnings, Preference Share Capital, weighted Average Cost of Capital. **Unit IV** **Capital Structures** Introduction, Net Income Approach, Net operating income Approach, Modigliani-Miller Approach, Traditional Approach, Problems: Basic problems in Cost of Capital and Capital Structure Theories **Unit V** **Leverages** Concept of Business and Financial Risk, Operating Leverage, Financial Leverage Combined Leverage-suitability of Leverages for different business situations, Concept of Trading on Equity.
Evaluation	▪ Continuous Internal Evaluation (CIE)-40 Marks End Semester Evaluation (ESE)-60 Marks

References		**Text Books** ▪ Pandey, I.M.,(2015), Financial Management, Vikas Publishing House. ▪ Khan & Jain., (2013), Financial Management, 4th edition, McGraw Hill education. **Reference books** ▪ Management Accounting, Kalyani Publication (2017) ▪ ICAI study materials

Facilitating the Achievement of Course Outcomes

Sl No.	CO	Assessment Method	Blooms Taxonomy Level
CO1	Understand the concepts of time value of money and risk-return relationship.	Lectures, case discussion, problem solving, laboratory sessions Quiz, Assignments, Written-test	1&2
CO2	Apply the concept of cost of capital to understand the different capital structure theories and the process of arbitrage	Lectures, problem solving, case discussions Hands-on test, Quiz, Assignments, Written-test	3
CO3	Analyse the concepts of leverages and trading on equity.	Problem discussion, case discussion , Written-test	4

Bloom's Taxonomy: Level 1: Remembering; Level 2: Understanding**;**
Level 3: Applying **;** Level 4: Analysing; Level 5: Evaluating **;** Level 6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (CO)	Programme Outcomes (POs)										
	PO 1	**PO 2**	**PO 3**	**PO4**	**PO 5**	**PO6**	**PO 7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	3	1	1						2		2
CO 2	3	3	2						1	1	2
CO 3	3	3	2							1	2
CO 4	3	3	2	2					1		2

Assessment Pattern & Marks Distribution

Continuous Internal Evaluation (CIE)- 40 Marks

Bloom's Category	**Presentation** (10)	**Quiz** (10)	**Test** (20)
Remember			
Understand			5
Apply	5	5	5
Analyze		5	10
Evaluate			
Create			

End Semester Evaluation (ESE)- 60 Marks

Bloom's Taxonomy Level	**Test Marks**
Remember	
Understand	15
Apply	15
Analyze	15
Evaluate	15
Create	

Course Name		**MANAGEMENT INFORMATION SYSTEM**
Course Code		**BBA3-6001**
Course Type		**Disciplinary Major**
Course Credit		**4(3-L + 1-T)**
Semester		**VI**
Aims and Objectives		The objectives of this course are to: • make students understand the basics of Information system in Organizations, IT-enabled Business, Information flow. • impart knowledge and skills on how processes like Decision making, IT Security and Data analysis using Software Tools work in industry.
Course Outcome		Upon successful completion of the course the students will be able to: **CO1:** Understand the basic concepts and technologies used in the field of management information systems **CO2:** Understand the information needs of an organization and a business function

	CO3: Apply knowledge of information technology for business decision making process and identify its tools **CO4:** Apply DSS techniques for making effective decisions and IT security paradigms **CO5:** Acquire knowledge of Business Process and Integration using IT systems and services
Pre-Requisite	Fundamental Knowledge in Computer/IT and Knowledge of Digital World.
Course Outline	**Unit I** **Introduction to MIS** What is MIS?, Information Systems in Organisations; Characteristics of MIS; Components of MIS; Benefits of MIS; Example of Different Information Systems **Unit II** **Information System** Managing Information Systems in Organisations; Introduction, Managing Business in the Internet Era; Managing Information Systems in Organisation; IT Interaction Model; Challenges for the Managers. **Unit III** **Data and Information** Data and Information; Information as a Resource Information in Organizational Functions, Types of Information & Types of Information Systems; Transaction Processing System; Management Information System; Decision Support System; Data Analysis (Use of Software Tools for Data Analysis) **Unit IV** **Decision making and IT Security** Decision Making with MIS; Tactical Decisions; Operational Decisions; Strategic Decisions; IT Security & Cyber Crime **Unit V** **Business Process Integration with IT** Business Process Integration; Business Processes-Example of a Complex Process; Motivation for Enterprise Systems; ERP Systems- Finance and Accounting Module; Human Resource Management Module; Manufacturing and Operations Module; Sales and Marketing Module.
Pedagogy	• Presentations • Problem Solving • Case Analysis
Evaluation	• Continuous Internal Evaluation (CIE): 40 marks • End-Semester Evaluation (ESE): 60 marks

References		**Text Books** • Loden, D. (2018). *Management Information Systems: Managing the Digital Firm* (15th ed.). Pearson. • Sinha, P.K. (2016). *Computer Fundamentals*. BPB Publications. • Davis, G.B., & Olson, M.H. (2016). *Management Information System.* Tata McGraw-Hill. **Other Readings** • Bidgoli, H. (2018). *MIS,* Kindle Edition. • MIS Quarterly. • Journal of Management Information Systems.

Facilitating the Achievement of Course Outcomes

Unit No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Blooms Taxonomy Level
CO1	Understand the basic of computers and software	Lectures, case discussion	Quiz, Assignments, Written-test	2
CO2	Apply Information and Communication Technology skills	Lectures, problem solving, laboratory sessions	Hands-on test, Quiz, Assignments, Written-test	3
CO3	Understand Data Communication and Computer Networks	Problem discussion, case discussion	Quiz, Assignments, Written-test	2
CO4	Apply computer knowledge for E commerce	Case discussion	Hands-on test, Assignments, Quiz, Written-test	3, 4
CO5	Analyze data using software	Lectures, case discussion with software, laboratory sessions	Quiz, Assignments, Written-test	3, 4

Bloom's Taxonomy:Level 1: Remembering; Level 2: Understanding; Level 3: Applying
Level 4: Analysing; Level 5: Evaluating; Level 6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

	Programme Outcomes (POs)										
Course Outcomes (COs)	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	2	-	2	2	-	-	-	2	2	2	-
CO 2	2	3	3	2	3	3	1	2	3	2	3
CO 3	2	3	-	3	4	4	3	-	3	2	-

CO 4	3	3	3	2	3	-	3	-	3	2	2
CO5	2	3	3	3	-	-	3	-	3	-	-

Assessment Pattern and Marks Distribution

Continuous Internal Evaluation (CIE) - 40 Marks			
Bloom's Category	**Presentation (5)**	**Assignment (15)**	**Lab Test (20)**
Remember			
Understand			5
Apply		5	5
Analyze	5	5	5
Evaluate		5	5
Create			

End Semester Evaluation (ESE) - 60 Marks

Bloom's Taxonomy Level	**Test Mark**
Remember	
Understand	15
Apply	15
Analyze	15
Evaluate	15
Create	

Course Name		**DIGITAL MARKETING**
Course Code		**BBA3-6002**
Course Type		**Disciplinary Major**
Course Credit		**4 (3L, 1T)**
Semester		**VI**
Objectives		The objectives of the course are to: • equip the students with an understanding of the fundamentals of digital marketing; • provide understanding of the concept of E-commerce; and • develop marketing strategies in the virtual world
Course Outcomes (COs)		Upon successful completion of this course students will be able to: **CO1**: Understand the importance of digital marketing in the current era **CO2**: Explain emerging trends in digital marketing and critically assess the use of digital marketing tools by applying relevant marketing theories and frameworks **CO3**: Apply various digital marketing tools to execute their marketing activity **CO4:** Analyze issues and opportunities of digital marketing and its management for marketing success

	CO5: Evaluate the effectiveness of wide-ranging digital strategies and tactics
Pre-requisite	Basic understanding of marketing concepts
Course Outline	**Unit I** **Introduction to Digital Marketing** Traditional Marketing Vs Digital Marketing; Significance of Digital Marketing; Recent trends in digital marketing; P-O-E-M framework **Unit II** **Fundamentals of Web designing:** Concept of web design and development; Types of websites; Domain and Web hosting; Content Management System(CMS) **Unit III** **Search Engine Marketing:** Concept of Search Engine Marketing; Mechanism of Search engines;Concept of SEO; On-page and Off-page SEO; Keyword research; Understanding ad rank, buying models; Working with Google Ads. **Unit IV** **Social Media Marketing:** Fundamentals of Social media marketing; Content Calendar using AI; LinkedIn ads, Instagram business; and marketing over Twitter; Basics of Social media analytics **Unit V** **Digital Marketing Performance:** Digital media metrics - Analyzing reach, acquisition, conversion, retention, and loyalty; Analyzing social media performance
Pedagogy	• Presentations • Videos • Case Analysis
Evaluation	Continuous Internal Evaluation (CIE): 40 marks End-Semester Evaluation (ESE): 60 marks
Suggested Readings	**Text Books:** ▪ Dave Chaffey, Fiona Ellis-Chadwick (2022). Digital Marketing. Pearson. ▪ Puneet Singh Bhatia (2017). Fundamentals of Digital marketing. Pearson ▪ Damian Ryan (2020). Understanding Digital Marketing: A Complete Guide to Engaging Customers and Implementing Successful Digital Campaigns. Kogan Page. (5th Edition)

Facilitating the Achievement of Course Outcomes (COs)

Sl. No.	CO	Classroom Activities & Techniques	Assessment Method	Blooms Taxonomy Level
CO1	Understand the importance of digital marketing in the current era	Lectures, case discussion	Quiz, Assignments, Written-test	2
CO2	Explain emerging trends in digital marketing and critically assess the use of digital marketing tools by applying relevant marketing theories and frameworks	Lectures, case discussion	Hands-on test, Quiz, Assignments, Written-test	2 & 3
CO3	Apply various digital marketing tools to execute their marketing activity	Lectures, case discussion	Quiz, Assignments, Written-test	3
CO4	Analyze issues and opportunities of digital marketing and its management for marketing success	Lectures, case discussion	Hands-on tests, Assignments, Quiz, Written-test	4
CO5	Evaluate the effectiveness of wide-ranging digital strategies and tactics	Lectures, case discussion	Quiz, Assignments, Written-test	5

Bloom's Taxonomy: Level 1: Remembering; Level 2: Understanding; Level 3: Applying**;** Level 4: Analyzing**;** Level 5: Evaluating**;** Level 6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (CO)	Programme Outcomes (POs)										
	PO 1	**PO 2**	**PO 3**	**PO4**	**PO 5**	**PO6**	**PO 7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	1	-	-	-	-	-	-	-	2	-	-
CO 2	-	-	-	-	-	2	-	-	2	-	-
CO 3	-	-	-	2	-	-	2	-	-	2	-
CO 4	-	3	-	2	-	-	-	-	-	2	-
CO 5	-	-	-	-	-	-	2	-	-	-	1

Assessment Pattern & Marks Distribution

Continuous Internal Evaluation (CIE) - 40 Marks

Bloom's Category	**Presentation** (10)	**Case Assignments** (10)	**Project** (20)
Remember			
Understand	5		5
Apply	5	5	5
Analyze		5	5
Evaluate			5
Create			

End Semester Evaluation (ESE) - 60 Marks

Bloom's Taxonomy Level	**Test Marks**
Remember	
Understand	15
Apply	20
Analyze	15
Evaluate	10
Create	

Course Name		**OPERATIONS RESEARCH**
Course Code		BBA3-6003
Course Type		**Disciplinary Major**
Course Credit		**4 (3-L, 1-T)**
Semester		**VI**
Objectives		The objectives of the course are to: ● make the students understand the basic concepts in the areas of Operations Research / Management Science (OR/MS) related to business decision making; ● familiarize the students with different techniques in optimization and simulation; and ● equip the students independently to solve data-driven business problems using Mathematical and Optimization Techniques.
Course Outcomes (COs)		By the end of the course, students will be able to: **CO1:** Understand the model building approach of OR/management science in improving managerial decision making

	CO2: Identify decision problems amenable for management science approach and find a solution of data-driven decision making. **CO3:** Interpret and make decision under various decision making environments. **CO4:** Develop skills for spread sheet model building and use of relevant software packages like SOLVER and LINGO.
Pre-Requisite	Basic knowledge of Mathematics, Probability and Statistics
Course Outline	**Unit I** **Introduction to Operation Research** Meaning, Evolution, approaches, techniques and scopes of operations research, managerial application of Operation Research. Linear Programming: Introduction, meaning characteristics, graphical approaches and its utility, Simplex method. **Unit II** **Transportation & Assignment Problem** The general structure of the problem, methods of IBFS-NWCM, LCM, VAM, optimality test, Assignment Problem, Hungarian Method **Unit III** **Network Analysis** PERT/CPM background and development, stages in application PERT networking analysis, CPM, Determination of CPM, Determination of earliest expected & latest allowable times. **Unit IV** **Inventory control** Classification of Inventory control, EOQ model, inventory control system, ABC Analysis, Advantages of EOQ model in management. **Unit V** **Game theory** Meaning and characteristics of Game, saddle point, Two Person Zero-Sum Game, Principle of Dominance, Graphical Method, Latest Trends in OR (Business Intelligence, Applications of AI in Decision Making)
Pedagogy	• Lecture • Problem Solving • Hands-on
Evaluation	Continuous Internal Evaluation (CIE): 40 marks End Semester Evaluation (ESE): 60 marks

Suggested Readings		**Text Books:** ▪ Swarup K., Gupta, P.K., & Mohan, M. (2022). *Operation Research* (18th ed.), Sultan Chand & Sons, New Delhi. **Reference Book:** ▪ Taha, Hamdy A. (2017). *Operations Research*, Pearson (10th ed.).

Facilitating the Achievement of Course Outcomes

CO No	CO	Classroom Activities and Techniques	Assessment Method	Bloom's Taxonomy Level
CO1	Learn the model building approach of OR / management science in improving managerial decision making	Lectures, Problem Solving and Hands on	Quiz, End Term	2
CO 2	Identify decision problems amenable for management science approach and find a solution of data-driven decision making.	Lectures, Problem Solving and Hands on	Class Test, End Term	3
CO 3	Interpret and make decision under various decision making environments	Lectures, Problem Solving and Hands on	Assignment, End Term	4
CO 4	Develop skills for spread sheet model building and use of relevant software packages like SOLVER and LINGO.	Lectures, Problem Solving and Hands on	Class Test, End Term	4

Bloom's Taxonomy: Level 1: Remembering: Level 2: Understanding; Level 3: Applying; Level 4: Analysing; Level 5: Evaluating; Level 6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes (POs)										
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	2	1	1	3	2	-	-	1	2	3	-
CO 2	2	3	1	3	2	-	-	1	2	3	-
CO 3	2	3	2	3	2	-	-	1	2	3	-
CO 4	1	3	2	3	1	-	-	1	1	3	-

Assessment Pattern & Marks Distribution

Continuous Internal Evaluation (CIE)- 40 Marks

Bloom's Category	**Quiz** (15)	**Assignments & Presentation** (15)	**Software Competency Test** (10)
Remember			
Understand	5		
Apply	5	5	5
Analyze	5	10	5
Evaluate			
Create			

End Semester Evaluation (ESE)- 60 Marks

Bloom's Taxonomy Level	**Test Marks**
Remember	10
Understand	10
Apply	15
Analyze	15
Evaluate	10
Create	

Course Name	**BUSINESS ENVIRONMENT**
Course Code	**BBA3-6004**
Course Credit	**4 (2L+ 2T)**
Course Type	**Disciplinary Major**
Semester	**VI**
Objectives	The objectives of the course are to: • enable the students to develop knowledge on evolution of Indian Economy and Macroeconomics. • enable students to describe business environment and its impact on the growth of an economy. • provide the students with techniques to understand and apply big data modelling for sectoral business growth. • enable students to synthesize related information and evaluate options for business trend forecasting and public policy. • enable students to acquire fundamentals of growth and developmental economics.
Course Outcomes (COs)	Upon successful completion of the course the, students will be able to: **CO1:** Learn the principles of Economics, applications, and to perform simulation learning in business management. **CO2:** Apply macroeconomic models, Relate international sector (exports and imports) with exchange rates and balance of payments. **CO3:** Summarize and execute the forecasting techniques for Indian Economy. **CO4:** Apply big data simulation for GDP, M1, IIP and CPI indices.
Pre-Requisite	Principles of Economics, Indian Economy and Statistics.
Course Outline	**Unit I** **Introduction** Principles of Macroeconomics, Market forces of Demand and Supply (Elasticity Application), Markets and Economic Welfare, Circular Flow of Income Model **Unit II** **Keynesian Theory** Consumption and Investment and Business Fluctuations; Theory of, Aggregate Demand and Aggregate Supply, Keynesian Theory and Modern Macroeconomists Theory, Multiplier Model, IS-LM Theory and Application

	Unit III **Banking and Trade** Money, Banking, and Financial Markets. Central Banking and Monetary Policy, RBI Mid-Term Review Analysis **Unit IV** **Unemployment and Business** Economy's Income and Expenditure, Measuring National Output (Macroeconomic Data), Methods of GDP Accounting and GVA Approach, Inflation and Unemployment Control, Measures (CPI, WPI, Philips Curve, Okun's Law) **Unit V** **Business Environment** BCG Matrix, SPACE Matrix and Business Modelling
Evaluation	Continuous Internal Evaluation: 40 marks End Semester Evaluation (ESE): 60 marks
Pedagogy	Experiential Learning, Practical, Projects & Simulation
References	**Text Book** • Mankiw, N. Gregory (2022). Principles of Macroeconomics (10th Ed.). Cengage. **Other Readings** ▪ Samuelson, Paul A., & Nordhaus W. (2021). Economics (19th ed.). McGraw-Hill. ▪ Hubbard, R.G. & O'Brien A.P. (2022). Economics (5th Ed.). Pearson. ▪ UNDP reports and RBI policy reports (To be circulated)

Facilitating the Achievement of Course Outcomes

Sl. No	CO	Assessment Method	Bloom's Taxonomy Level
CO1	Learn the principles of Economics, applications, and to perform simulation learning in business management.	Mock Test and MCQ	1,2
CO 2	Apply macroeconomic models, Relate international sector (exports and imports) with exchange rates and balance of payments.	Online Simulation using E Views	2, 3

CO 3	Summarize and execute the forecasting techniques for Indian Economy	MS Excel based Modeling	1,3,4
CO 4	Apply big data simulation for GDP, M1, IIP and CPI indices.	Online Submission using E Views	3, 4

Bloom's Taxonomy: Level 1: Remembering; Level 2: Understanding; Level 3: Applying; Level 4: Analysing; Level 5: Evaluating; Level 6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (CO)	**Programme Outcomes (POs)**										
	PO 1	**PO 2**	**PO 3**	**PO4**	**PO 5**	**PO6**	**PO 7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	3	1	1	1	1						1
CO 2	3	2		2	1		1	2	2	3	1
CO 3	2	3	2	3	2	2	1	2	3	3	2
CO 4	3	3	3	3	3	2	2	2	3	3	2

Assessment Pattern & Marks Distribution

Continuous Internal Evaluation (CIE) 40 Marks

Bloom's Category	**Presentation** (10)	**Writing Assignments** (10)	**Project Simulation** (20)
Remember	5		
Understand			5
Apply	5	5	5
Analyze		5	5
Evaluate			
Create			5

End Semester Evaluation (ESE) 60 Marks

Bloom's Taxonomy Level	**Test Marks**
Remember	5
Understand	15
Apply	20
Analyze	5
Evaluate	10
Create	5

SEMESTER-VII

Semester	HR	Marketing	Finance	Operations	Business Analytics	Total No. of papers	Total credit
VII	HR Planning & Employee Engagement (4 credit)	CRM (4 credit)	Banking Theories and Practices (4 credit)	TQM (4 credit)	Statistical Data Modeling using R (4 credit)	5	20
(Major)	Performance & Compensation Management (4 credit)	B2B (4 credit)	Corporate Accounting (4 credit)	Project Management (4 credit)	Data Visualization (4 credit)		
	Employee Health & Well Being (4 credit)	E-Commerce (4 credit)	Financial Statement Analysis (4 credit)	Supply Chain & Logistics Management (4 credit)	Data Mining & Warehousing (4 credit)		
	Industrial Relations & Employee Welfare (4 credit)	Rural Marketing (4 credit)	Capital Market (4 credit)	Service Operation Management (4 credit)	Introduction to Business Analytics (4 credit)		
(Minor)	Advanced Research Methodology (4 credit)	Advanced Research Methodology (4 credit)	Advanced Research Methodology (4 credit)	Advanced Research Methodology (4 credit)	Advanced Research Methodology (4 credit)		

Course Name		**HUMAN RESOURCE PLANNING AND EMPLOYEE ENGAGEMENT**
Course Code		**BBA4-HR101**
Course Type		**Disciplinary Major**
Course Credit		**4(3-L, 1-T)**
Semester		**VII**
Objectives		The objectives of this course are to: • equip the students with concepts, processes and practical techniques of human resource planning, recruitment, selection, orientation • make students converse with retention, development and engagement strategies of human capital from the perspective of organizational excellence in a global business environment
Course Outcomes (COs)		Upon successful completion of the course the students will be able to: **CO1:** Understand the basic concepts, tools, and techniques of qualitative measurement of human resources planning **CO2:** Interpret a recruitment and selection drive **CO3:** Interpret the job designing techniques **CO4:** Summarize retention plans **CO5:** Relate employee engagement strategies to productivity
Pre-requisite		Human Resource Management
Course Outline		**Unit - I** **Basics of HR planning** Methods and Techniques: Demand forecasting, Managerial estimates, Trend analysis, Markov Analysis, Utilization analysis, Work Study, Supply forecasting, Inventory analysis, Wastage analysis, Balancing supply and demand, Issues of shortage and surplus in industry 5.0. **Unit– II** **Recruitment & selection** Process and Methods of Recruitment Process-Types of Recruitment & Selection Methods - Competency Based Selection (CBS), Principles and Techniques of Interviewing. Psychometric tests for selection process. Modern methods of selection in Industry 5.0. **Unit - III** **Job analysis and evaluation** Concepts of job analysis: advantages and limitations. Methods of job evaluation, Competency management & Skill Analysis management.

	Unit - IV **Retention management** Redeployment, Redundancy, Retention, Productivity plan, training plan, Career plan, Succession plan, strategic reward management. Basics of Absenteeism, Employee Turnover/Attrition and Retention of employees with use of analytics. **Unit- V** **Employee engagement** Key Drivers of Employee Engagement, 3Cs of employee engagement: Career, competence and care, Measuring Employee Engagement, Building a culture of high employee engagement using digitalization and analytics, Dealing with redundancies/VRS and non-performing exits.
Pedagogy	• Group Discussion • Presentation • Case Study • Flipped Classroom
Evaluation	• Continuous Internal Evaluation (CIE): 40 marks • End Semester Evaluation (ESE): 60 marks
Suggested Readings	**Text Books** • Friga,Paul N.(2009), The McKinsey Engagement, Tata McGraw-Hill, India • Dessler, G. (1997), Human Resource Management, Prentice Hall, India **Reference Books** • Alessandro, David F.D(2008), Executive Warfare, Tata McGraw-Hill, India • Sanghi, Seema (2011), Human Resource Management, Macmillan, India.

Facilitating the Achievement of Course Outcomes (COs)

Sl. No	CO	Classroom Activities & Techniques	Assessment Method	Bloom's Taxonomy Level
CO1	Learn the basic concepts, tools, and techniques of qualitative measurement of human resources planning.	Lectures, case discussion	Case Assignments, Written test	1, 2
CO 2	Interpret a recruitment and selection drive.	Student assigned as Lectures	Assignments, Written test	2
	Interpret the job designing techniques	Problem solving	Quiz, Written test	

CO 3		sessions, case discussion		4
CO 4	Summarize retention plans	Lectures, article discussion	Assignments, Written test	2
CO 5	Relate employee engagement strategies to productivity.	Problem solving sessions, case discussion	Project, Written test	4 & 5

Bloom's Taxonomy: Level 1: Remembering; Level 2: Understanding**;** Level 3: Applying **;** Level 4: Analysing; Level 5: Evaluating **;** Level 6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (CO)	**Programme Outcomes (POs)**										
	PO 1	**PO 2**	**PO 3**	**PO4**	**PO 5**	**PO6**	**PO 7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	3	-	-	-	-	-	-	-	1	-	1
CO 2	3	-	-	-	-	3	-	-	1	-	-
CO 3	3	-	-	-	-	-	-	-	1	1	1
CO 4	3	-	1	-	3	-	-	-	1	1	
CO 5	3	-	1	-	3	1	-	2	1	-	1

Assessment Pattern & Marks Distribution

Continuous Internal Evaluation (CIE)- 40 Marks

Bloom's Category	**Quiz (10)**	**Presentation (10)**	**Assignments & Project (10)**	**Case Analysis (10)**
Remember				
Understand	10			
Apply		5	5	
Analyze		5	5	5
Evaluate				5
Create				

End Semester Evaluation (ESE)- 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	20
Understand	20
Apply	10
Analyze	5
Evaluate	5
Create	20

Course Name	**PERFORMANCE AND COMPENSATION MANAGEMENT**
Course Code	**BBA4-HR102**
Course Type	**Disciplinary Major**
Course Credit	**4(3-L, 1-T)**
Semester	**VII**
Objectives	The objectives of this course are: • to develop an understanding of evaluation of performance in organization; and • to gather knowledge of the compensation process in business organizations.
Course Outcomes (COs)	Upon successful completion of the course the students will be able to: **CO1:** Define the basic concepts of performance management **CO2:** Understand various techniques of employees' performance **CO3:** Apply different issues of employees' compensation **CO4:** Analyze the latest trends of compensation management **CO5:** Apply the wage theories while designing compensation of employees
Pre-requisite	Human Resource Management
Course Outline	**Unit - I** **Introduction to Performance Management** Meaning of Performance, Performance Appraisal and Performance Management; Purposes and Contribution of Performance Management System in Organizational Development.

		Unit– II **Performance Management System (PMS)** Characteristics of an Ideal PMS; Dangers of Poorly Implemented Performance Management System. Performance Management Process- Prerequisites, Execution and Assessment, Performance Review and Performance Standards. **Unit - III** **Methods & Techniques of Evaluation** Traditional & Modern Methods of Performance Appraisal - Behaviorally Anchored Rating Scale, MBO, 360 Degree Feedback & Balanced Scorecard. Issues in evaluation: Normalization of Bell Curve; Forced distribution Vs Forced Ranking; Role of Key Result Area (KRA), Key Performance Area (KPA) and Key Performance Indicators (KPIs) in appraisal **Unit - IV** **Compensation Management** Conceptual Framework of Compensation Management: Concept and Components of Wages, Theories of wages: Subsistence theory, Wage Fund Theory, Marginal Productivity theory, Residual claimant theory, Bargaining theory, Criteria of wage fixation. Methods of Payment, Broad-banding, Executive compensation, Emerging trends of compensation management in IT industries. **Unit- V** **Wage Determination** Principles of wage and salary administration, Job Evaluation: Concept, Scope, Methods and techniques, Performance based pay systems; Knowledge based pay system, market based pay system, Incentive based pay system, Types of incentive plans, Wage differentials.
Pedagogy		• Short case lets and example based discussion • Video and audio presentation form online platforms • Intra-group activities • Question and answer • Delivery on specific topics by students
Evaluation		• Continuous Internal Evaluation (CIE): 40 marks • End Semester Evaluation (ESE): 60 marks
Suggested Readings		**Text Book** • Aguinis, H. (2014). Performance Management (3rd ed.). Pearson India • Newman, J., & Gerhart, B. (2019). Compensation (13th ed.). McGraw Hill.

		Reference Books • Rao, T. V. (2004). Performance Management and Appraisal Systems: HR tools for global competitiveness. Sage India. • Varkkey, B., & Dessler, G. (2018). Human Resource Management (15th ed.). Pearson India.

Facilitating the Achievement of Course Outcomes (COs)

Sl. No.	**Course Outcomes (CO)**	Classroom Activities & Techniques	Assessment Method	Bloom's Taxonomy Level
CO1	Define the basic concepts of performance management.	Lecture, discussion through cases	Small group exercises, Question and answer	2
CO 2	Understand various techniques of employees' performance.	Classroom discussion and group presentation, situation based problem solving.	Case analysis and Group Presentation	2
CO 3	Apply different issues of employees' compensation.	Case analysis and role play activity	Case analysis and Video making	4
CO 4	Analyze the latest trends of compensation management.	Lecture, discussion, case studies, presentation	Assignment and situational activity	2
CO 5	Apply the wage theories while designing compensation of employees.	Case studies and discussion	Project Presentation and question answer	4

Bloom's Taxonomy: Level 1: Remembering; Level 2: Understanding**;** Level 3: Applying **;** Level 4: Analysing; Level 5: Evaluating **;** Level 6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (CO)	**Programme Outcomes (POs)**										
	PO 1	**PO 2**	**PO 3**	**PO4**	**PO 5**	**PO6**	**PO 7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	3	-	-	-	-	-	-	-	1	-	1
CO 2	3	-	1	-	-	3	-	-	1	-	-
CO 3	3	1	1	-	-	-	-	-	1	1	1
CO 4	3	1	1	-	3	-	-	-	1	1	
CO 5	3	-	1	-	3	1	-	2	1	-	1

Assessment Pattern & Marks Distribution

Continuous Internal Evaluation (CIE)- 40 Marks

Bloom's Category	Quiz (10)	Presentation (10)	Assignments & Project (10)	Case Analysis (10)
Remember				
Understand	5	5		
Apply	5	5	5	
Analyze			5	5
Evaluate				5
Create				

End Semester Evaluation (ESE)- 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	
Understand	15
Apply	20
Analyze	15
Evaluate	10
Create	

Course Name		**EMPLOYEE HEALTH AND WELLBEING**
Course Code		**BBA4-HR103**
Course Type		**Disciplinary Major**
Course Credit		**4(3-L, 1-T)**
Semester		**VII**
Objectives		The objectives of this course are to: • identify essential components of effective workplace health promotion Programmes; • discuss the benefits of workplace health promotion to employees and employers; and • plan better workplace health and wellbeing promotion Programmes.
Course Outcomes (COs)		Upon successful completion of the course the students will be able to: **CO1:** Define and describe employee health and wellness. **CO2:** Apply the knowledge of management issues for better health promotion Programmes.

	CO3: Analyse the plans for better implementation of health and wellbeing plans. **CO4:** Analyse different employee health and wellbeing promotion plans and **CO5:** Analyse employee health and wellbeing Programmes in newly emerging sectors of work.
Pre-requisite	The student should come prepared with suggested readings
Course Outline	**Unit– I** **Concepts of Employee health and well-being** Meaning of employee health and wellbeing, Why this is so very important?, Dimensions of employee Health and well-being, Evolution of the concept, Lifestyle and Health Promotion concepts contributing in employee health and wellbeing in the digitalization era. **Unit - II** **Data Collection for Employee Health and Well-Being Plans** Pursuing health related goals, Linking incentives to workplace promotion Programmes, Wellness Teams and Champions, Data Collection for Evidence Based Workplace Wellness Programmes; Perception and Attribution: Meaning, factors influencing perception, Attribution theory, errors in attribution, decision making, rationality, and individual differences in decision making. **Unit - III** **Employee Health practices** Health assessment, Enhancing fitness and physical activity, Addressing obesity and other lifestyle related issues, Worksite nutrition Programme, Tobacco prevention and control at workplace, Stress management at workplace, Employee assistance Programmes, Best practices in Workplace Wellness, Creating Supportive Environments with the help of HR analytics. **Unit - IV** **Employee Wellbeing Programmes** Elements of managing workplace heath and wellbeing: Management of promoting employee health, Management of employee job and growth, Management of people, collaborators, and stakeholders, Management of a health promotion unit or department, Management of Programme design, planning, and delivery. **Unit- V** **Emerging trends in Employee Health and Well-being practices** Challenges and opportunities in small scale industries and start-ups, Managing well-being in work-from-home, boundary-less and virtual organization. Employer's concern for gig worker's health and wellbeing.
Pedagogy	• Classroom presentation • Short case lets and example based discussion • Video and audio presentation form online platforms • Intra-group activities • Question and answer • Delivery on specific topics by students

Evaluation	• Continuous Internal Evaluation (CIE): 40 marks • End Semester Evaluation (ESE): 60 marks
Suggested Readings	**Textbooks** • O'Donnell, M.P. (2017). Health Promotion in the Workplace, 5th Ed. Art and Science of Health Promotion Institute, Troy, MI. ISBN: 978-1539653561 • Gallup Well Being Index. (2017). State of American Well Being: State Well Being Rankings **Other Readings** • Hunnicut, D. & Leffelman, B. (2007). WELCOA's Well Workplace Initiative 7 Benchmarks of Success, WELCOA Absolute Advantage • Leutzinger, J. (2005) Building your wellness budget. • Harvard Business Review • People Matters.

Facilitating the Achievement of Course Outcomes (COs)

Sl. No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
CO 1	Define and describe employee health and wellness.	Lecture, discussion through case lets and cases	Small group exercises, Question and answer	2
CO 2	Apply the knowledge of management issues for better health promotion Programmes.	Classroom discussion and group presentation, situation based problem solving.	Case analysis and Group Presentation	3
CO 3	Analyse the plans for better implementation of health and wellbeing plans.	Case analysis and role play activity	Case analysis and Video making	3
CO 4	Analyse different employee health and wellbeing promotion plans.	Lecture, discussion, case studies, presentation	Assignment and situational activity	3
CO 5	Analyse employee health and wellbeing Programmes in newly emerging sectors of work.	Case studies and discussion	Project Presentation and question answer	4

Bloom's Taxonomy: Level 1: Remembering; Level 2: Understanding**;** Level 3: Applying; Level 4: Analysing; Level 5: Evaluating; Level 6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (CO)	**Programme Outcomes (POs)**										
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO 1	3	-	-	-	-	-	-	1	1	1	1
CO 2	3	-	-	-	2	-	-	1	2	2	-
CO 3	3	1	1	-	2	1		1	2	2	-
CO 4	3	1	1	-	2	1		1	2	2	1
CO 5	3	-	-	-	1	1	-	-	2	1	-

Assessment Pattern & Marks Distribution
Continuous Internal Evaluation (CIE)- 40 Marks

Bloom's Category	**Quiz (10)**	**Presentation (10)**	**Assignments & Project (10)**	**Case Analysis (10)**
Remember				
Understand	5	5		
Apply	5	5	6	4
Analyze			4	6
Evaluate				
Create				

End Semester Evaluation (ESE)- 60 Marks

Bloom's Taxonomy Level	**Test Marks**
Remember	
Understand	15
Apply	25
Analyze	15
Evaluate	05
Create	

Course Name		**INDUSTRIAL RELATIONS AND EMPLOYEE WELFARE**
Course Code		**BBA4-HR104**
Course Type		**Disciplinary Major**
Course Credit		**4 (3L+1T)**
Semester		**VII**
Objectives		The objectives of this course are to: • develop an understanding of the interaction pattern among labour, management and the state to build basic knowledge of certain important and critical issues in Industrial Relations; • promote understanding of the concept and theories of collective bargaining and grievances; and • examine the traditional concept of labour welfare in the industry and social security needs in the country.
Course Outcomes (COs)		By the end of the course, the students will be able to: **CO1:**Understand best practices for handling Industrial relations effectively and maintain industrial harmony and peace. **CO2:**Analyze legal provisions expediently for achieving overall industrial growth and development. **CO3:**Understand to handle day-to-day service related issues ethically and effectively. **CO4:** Apply disciplinary process with utmost care and due diligence.
Pre-requisite		Organizational Behaviour and Human Resource Management
Course Outline		**Unit-I** **Introduction to Industrial Relations (IR)** Industrial Relations – Concept, Evolution, Meaning, Definition, Objectives and Scope, Various Approaches to IR- Concept and Origin of Labour Legislations: Labour Legislation in India; Types of Labour Legislations; Regulative Labour Legislation- Introduction to Trade Union Act, 1926; The Industrial Employment (Standing Orders) Act, 1946; The Industrial Disputes Act, 1947. **Unit-II** **Employee Grievance** Grievance – Meaning and Definition, Causes of Grievances, Legislative Aspect and Managerial Practices to Prevent Grievances; Model Grievance Procedure; Use of AI in Grievance Redressal, Conflict Management and Organizational Disciplinary Procedure; Prevention of Sexual Harassment at Workplace (POSH). **Unit-III** **Collective Bargaining** Definitions, Characteristics, Critical Issues in Collective Bargaining; Collective Bargaining in India - Use of AI in Collective Bargaining

		and Negotiation Process; Wage Related Labour Legislations- The Minimum Wages Act, 1948; The Equal Remuneration Act, 1976. **Unit-IV** **Employee Health, Safety and Welfare** Employee Health, Safety and Welfare – Concept, Objective and Application; Legislation and Labour Welfare in India; Problems of Indian Labour- Issues of Child Labour; Women Labour and Unorganized Labour; Protective Labour Legislations- The Factories Act, 1948. **Unit-V** **Social Security** Social Security - Concept, Meaning, Definition and Objectives; Overview of Social Security in India; Social Security System in the Organized Sector; Social Security measures for Migrant and Gig workers; Social Security Legislations- The Workmen's Compensation Act, 1923, The Payment of Gratuity Act, 1972.
Pedagogy		• Class Lecture and Discussion • Presentation • Case Analysis • Management Games
Evaluation		Continuous Internal Evaluation (CIE): 40 marks End Semester Evaluation (ESE): 60 marks
Suggested Readings		**Text Books:** • Venkata Ratnam, C. and Dhal, M., (2017). Industrial Relations, 2nd edition, Oxford University Press, New Delhi. • Monappa, A., Nambudiri, R., and Selvaraj, P., (1993). Industrial Relations, Tata McGraw Hill Publishing, New Delhi. **Reference Book:** • Kapoor, N. D., (2020). Elements of Industrial Laws. Sultan Chand and Sons. Delhi

Facilitating the achievement of Course Outcomes (COs)

Sl. No.	CO	Assessment Method	Bloom's Taxonomy Level
CO1	Understand best practices for handling industrial relations effectively and maintain industrial harmony and peace	Quiz and Assignment End term-Exam	1, 2, 3, 4
CO2	Analyze legal provisions expediently for achieving	Case analysis, Assignment, Presentation and	2, 3

	overall industrial growth and development	End-Term Exam	
CO3	Understand to handle day-to-day service related issues ethically and effectively	Case analysis, Quiz, Assignment and End-Term Exam	2, 3
CO4	Apply disciplinary process with utmost care and due diligence	Case analysis, Quiz and End-Term Exam	2, 3, 4

Bloom's Taxonomy: Level 1: Remembering; Level 2: Understanding; Level 3: Applying; Level 4: Analyzing; Level 5: Evaluating; Level 6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (CO)	**Programme Outcomes (POs)**										
	PO 1	**PO 2**	**PO 3**	**PO4**	**PO 5**	**PO6**	**PO 7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	2	2	2	-	1	-	2	-	2	3	1
CO 2	2	3	1	-	3	1	2	-	2	3	-
CO 3	2	1	1	-	1	1	-	2	2	-	-
CO 4	3	3	3	2	3	2	3	3	3	2	1

Assessment Pattern and Marks Distribution

Continuous Internal Evaluation (CIE) - 40 Marks

Bloom's Category	**Quiz/Written Test** (20)	**Group Assignment & Presentation** (10)	**Individual Assignment** (10)
Remember	05		
Understand	05	05	05
Apply	05		05
Analyze	05	05	
Evaluate			
Create			

End Semester Evaluation (ESE) - 60 Marks

Bloom's Taxonomy Level	**Test Marks**
Remember	10
Understand	15
Apply	10
Analyze	15
Evaluate	10
Create	

Course Name		**CUSTOMER RELATIONSHIP MANAGEMENT**
Course Code		**BBA4-M101**
Course Type		**Disciplinary Major**
Course Credit		**4 (3L, 1T)**
Semester		**VII**
Objectives		The objectives of the course are to: • make the students understand the organizational need, benefits and process of creating long-term value for individual customers; • disseminate knowledge regarding the concept of CRM and CRM technologies; and • enable the students understand the technological and human issues relating to implementation of Customer Relationship Management in the organizations
Course Outcomes(COs)		Upon successful completion of this course students will be able to: **CO1**:Understand the basic concepts of customer relationship management. **CO2**:Understand marketing aspects of customer relationship management. **CO3**: Apply the basics of Call Center management. **CO4**: Analyze the role of customer relationship management in an organization. **CO5**:Apply the basics of operational Customer relationship management.
Pre-requisite		Students must come prepared to the class by going through the assigned cases and relevant chapter/s of the prescribed text book.
Course Outline		**Unit I** **Introduction to CRM** Nature and Scope of CRM, Evolution of CRM, Types of CRM, Importance and Benefits of CRM **Unit II** **Building Customer Relationships** Customer Portfolio Management; Ladder of Loyalty; Relationship Marketing **Unit III** **CRM Planning & Implementation** CRM goals, CRM Framework, CRM budgeting and resource allocation, CRM Implementation Strategy, Key CRM Matrices **Unit IV** **Applications of CRM across Industries** Retail; Banking and Insurance; Media and Entertainment; Healthcare; Tourism and Hospitability; Automotive, Ethical issues in CRM **Unit V** **Technology in CRM** Contact centre Technology, Customer Data Management. e-CRM, Applications of AI in CRM
Pedagogy		• Presentations • Role Plays • Case Analysis
Evaluation		Continuous Internal Evaluation (CIE): 40 marks

		End-Semester Evaluation (ESE): 60 marks
Suggested Readings		**Text Books:** ▪ Joseph, P. T. (2019). E-commerce: An Indian perspective. PHI Learning Pvt. Ltd. ▪ Chaturvedi, M., & Chaturvedi, A. (2008). Customer relationship management: an Indian perspective. Excel Books. **Reference Books:** ▪ Peppers, D., & Rogers, M. (2004). Managing customer relationships: A strategic framework. John Wiley & Sons.

Facilitating the Achievement of Course Outcomes (COs)

Sl. No.	CO	Classroom Activities & Techniques	Assessment Method	Blooms Taxonomy Level
CO1	Understand the basic concepts of customer relationship management	Lectures, case discussion	Written-test	2
CO2	Understand marketing aspects of customer relationship management	Lectures, case discussion	Assignments	2
CO3	Apply the basics of Call Center management	Lectures, case discussion	Written-test	4
CO4	Analyze the role of customer relationship management in an organization	Lectures, case discussion	Assignments, Quiz	3
CO5	Apply the basics of operational Customer relationship management	Lectures, case discussion	Written-test, Presentation	4

Bloom's Taxonomy: Level 1: Remembering; Level 2: Understanding; Level 3: Applying; Level 4: Analyzing; Level 5: Evaluating**;** Level 6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (CO)	Programme Outcomes (POs)										
	PO 1	**PO 2**	**PO 3**	**PO4**	**PO 5**	**PO6**	**PO 7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	3	-	-	-	-	2	-	-	-	-	-
CO 2	3	-	-	-	-	1	3	-	-	-	-
CO 3	-	3	-	3	-	-	-	-	1	-	-
CO 4	-	-	2	-	3	-	-	1	2	3	-
CO 5	-	-	-	-	-	-	3	-	2	-	2

Assessment Pattern & Marks Distribution

Continuous Internal Evaluation (CIE) - 40 Marks

Bloom's Category	Quiz 1 (15)	Quiz 2 (10)	Assignment and Presentation (15)
Remember			
Understand	10		5
Apply	5	5	5
Analyze		5	5
Evaluate			
Create			

End Semester Evaluation (ESE) - 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	
Understand	15
Apply	15
Analyze	20
Evaluate	10
Create	

Course Name		**B2B MARKETING**
Course Code		**BBA4-M102**
Course Type		**Disciplinary Major**
Course Credit		**4 (3L, 1T)**
Semester		**VII**
Objectives		The objectives of the course are to: • bring out the distinctive aspects of B2B Marketing and the need for a B2B paradigm; • differentiate among B2B, Industrial and Trade Marketing; • explain how business firms are to be understood as customers and the significance difference in segmentation bases between the business market and consumer market; • give exposure to the various tools and techniques and procedures

	to industrial marketing; and • help students in problem solving and decision making ability regarding B2B setting
Course Outcome	Upon successful completion of this course, students will be able to: **CO1**: Define different concepts and theories in B2B marketing **CO2:** Identify the factors that affect B2B environment **CO3:** Illustrate the B2B marketing frame works **CO4:** Analyze B2B marketing with traditional marketing **CO5:** Evaluate a B2B marketing mix strategy for an organization
Pre-requisite	Basic understanding of Marketing
Course Outline	**Unit-I** **Introduction to B2B Marketing** Defining B2B Marketing; Nature, Scope and Challenges; Difference Between B2B and B2C Marketing **Unit-II** **B2B Marketing Environment** B2B Marketing Environment; Business Market Segmentation and its Role in the Development of Business Marketing Strategy **Unit-III** **B2B Product and Brand Management** Managing Products and Services for B2B Markets; New Product Development for B2B Markets **Unit-IV** **Pricing and Distribution in B2B Market** Distribution of New Industrial Products; Managing Channel Relationships in B2B; Pricing Strategy for Business Markets; Pricing Challenges in B2B Market **Unit-V** **International B2B Marketing** Industrial Marketing in International Environment
Pedagogy	• Presentations • Role Plays • Case Analysis
Evaluation	Continuous Internal Evaluation(CIE): 40 marks End Semester Evaluation(ESE): 60 marks
Suggested Readings	**Text Books:** • Reeder,Robert R., Edward G. Brierty and Betty H. Reeder (2017), *Industrial Marketing Analysis* (second edition, reprint. Prentice Hall • Ghosh, P. K. *Industrial Marketing* (2019). Oxford University press **Reference Books:** • Havaldar, K.K., (2005). *Industrial marketing: text and cases*. Tata McGraw-Hill Education. Berman, B., & Evans, Jr. (2013). *Retail Management- A Strategic Approach* (10th ed.). New

		Delhi: Pearson Education. • Phadtare, Milind T. (2014) *Industrial marketing*. PHI Learning Pvt. Ltd., 2014. • Ellis, Nick. (2010) *Business to business marketing: Relationships, networks and strategies*. OUP

Facilitating the Achievement of Course Outcomes (COs)

Sl. No.	CO	Classroom Activities & Techniques	Assessment Method	Blooms Taxonomy Level
CO1	Define different concepts and theories in B2B marketing	Lectures, case discussion	Written-test	2
CO2	Identify the factors that affect B2B environment	Lectures, case discussion	Assignments	2
CO3	Illustrate the B2B marketing frameworks	Lectures, case discussion	Written-test, Assignments	4
CO4	Analyze B2B marketing with traditional marketing	Lectures, case discussion	Written-test, Assignments	3
CO5	Evaluate a B2B marketing mix strategy for an organization	Lectures, case discussion	Written-test, Presentation	4

Bloom's Taxonomy: Level 1: Remembering; Level 2: Understanding; Level 3: Applying; Level 4: Analyzing**;** Level 5: Evaluating**;** Level 6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (CO)	Programme Outcomes (POs)										
	PO 1	**PO 2**	**PO 3**	**PO4**	**PO 5**	**PO6**	**PO 7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	3	-	-	-	-	2	-	-	-	-	-
CO 2	3	-	-	-	-	1	3	-	-	-	-
CO 3	-	3	-	3	-	-	-	-	1	-	-
CO 4	-	-	2	3	-	-	-	1	2	3	-
CO 5	-	-	-	-	3	-	3	-	2	-	2

Assessment Pattern & Marks Distribution
Continuous Internal Evaluation (CIE) - 40 Marks

Bloom's Category	Quiz 1 (15)	Quiz 2 (10)	Assignment and Presentation (15)
Remember			
Understand	10		10
Apply	5	5	
Analyze		5	5
Evaluate			
Create			

End Semester Evaluation (ESE) - 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	
Understand	20
Apply	10
Analyze	20
Evaluate	10
Create	

Course Name		**E-COMMERCE**
Code		**BBA4-M103**
Course Type		**Disciplinary Major**
Credit		**4 (3L, 1T)**
Semester		**VII**
Objectives		The objectives of the course are to: • explain the fundamentals of digital marketing; • provide understanding of the concept of E-commerce; and • develop marketing strategies in the virtual world
Course Outcomes(COs)		Upon successful completion of the course, students will be able to: **CO1:** Understand the importance of E-Commerce in the current era. **CO2:** Apply various E-Commerce digital marketing tools to execute their marketing activity. **CO3:** Analyze issues and opportunities of E-Commerce and its management for marketing success. **CO4**: Engage Users through E-commerce. **CO5:** Evaluate the Building blocks of E-Commerce and its Security issues
Pre-requisite		Students must come prepared to the class by going through the assigned cases and relevant chapter/s of the prescribed text book.

Course Outline	**Unit-I** **Introduction to Electronic Commerce** Internet and Transactional Security; Infrastructure for Electronic Commerce; Money and Payment Systems; Instruments of Payment Systems **Unit-II** **E-Commerce and Internet Marketing** Introduction to E-marketing; Online Marketing-Mix; Online consumer **Unit-III** **Engaging Users through E-commerce** Customer Relationship Management in the Virtual World; Online Branding; Traffic Building and E-Commerce **Unit IV** **Designing Organization for Digital Success** Digital Transformation; Digital Leadership Principles; Online P.R. and Reputation Management; ROI Of Digital Strategies; How Digital Marketing is Adding Value to Business; Evaluating Cost Effectiveness of Digital Strategies **Unit V** **Building blocks** Digicash (Ecash) – Netcash; Security of Integrated Circuit Cards; Smart Cards and their Applications – Multi Application Smart Cards – Limits On Security; Indian And Global Context; Online Communities and Co-Creation; Future of Marketing Gamification and Apps
Pedagogy	• Presentations • Videos • Case Analysis
Evaluation	Continuous Internal Evaluation (CIE): 40 marks End-Semester Evaluation (ESE): 60 marks
Suggested Readings	**Text Books:** ▪ Gao, H., Kim, J. Y., Hussain, W., Iqbal, M., & Duan, Y. (2022). Intelligent processing practices and tools for E-commerce data, information, and knowledge. Springer. ▪ Semerádová, T. (Ed.). (2022). Achieving Business Competitiveness in a Digital Environment: Opportunities in E-commerce and Online Marketing. Springer Nature. **Reference Books:** ▪ Ahuja, V. (2015). Digital Marketing. Oxford University Press. ▪ Ryan, D., & Jones, C. (2012). Understanding digital marketing–Marketing strategies for engaging the digital generation. Kogan Page. (3rd Edition, 2014)

Facilitating the Achievement of Course Outcomes (COs)

Sl. No.	CO	Classroom Activities & Techniques	Assessment Method	Bloom's Taxonomy Level
CO1	Understand the importance of E-Commerce in the current era	Lectures, case discussion	Written-test , Presentation	2
CO2	Apply various E-Commerce digital marketing tools to execute their marketing activity	Lectures, case discussion	Assignments	3
CO3	Analyze issues and opportunities of E-Commerce and its management for marketing success	Lectures, case discussion	Quiz	4
CO4	Engage Users through E-commerce	Lectures, case discussion	Written-test, Assignments	3
CO5	Evaluate the Building blocks of E-Commerce and its Security issues	Lectures, case discussion	Quiz, Presentation	5

Bloom's Taxonomy: Level 1: Remembering; Level 2: Understanding; Level 3: Applying; Level 4: Analyzing**;** Level 5: Evaluating**;** Level 6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes (POs)										
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	3	-	1	-	-	-	-	-	-	-	3
CO 2	-	3	-	-	-	-	-	-	-	-	-
CO 3	-	-	-	1	-	3	-	-	3	-	-
CO 4	-	-	-	-	3	-	-	-	-	2	-
CO 5	-	-	-	-	3		2	-	-	-	-

Assessment Pattern & Marks Distribution

Continuous Internal Evaluation (CIE) - 40 Marks

Bloom's Category	Quiz 1 (15)	Quiz I1 (15)	Assignment and Presentation (10)
Remember			
Understand	10		

Apply	5	5	
Analyze		5	5
Evaluate		5	5
Create			

End Semester Evaluation (ESE) - 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	
Understand	10
Apply	25
Analyze	15
Evaluate	10
Create	

Course Name		**RURAL MARKETING**
Course Code		**BBA4-M104**
Course Type		**Disciplinary Major**
Credit		**4 (3 L+ 1 T)**
Semester		**VII**
Sessions		**60 hours**
Objectives		The objectives of this course are to: • develop a strong foundation of concepts, approaches, applied knowledge, and analytical skills in the students for successful marketing of products and services to rural consumers and users • learn rural consumer behaviour and the power of the rural market in a country's economy.
Course Outcomes(COs)		By the end of the course, the students will be able to: **CO1**: Understand different concepts and basic practices of rural marketing. **CO2:** Understand challenges and opportunities in the field of rural marketing. **CO3:** Apply the knowledge to develop ecosystem for wealth creation. **CO4:** Analyze the Strategies for innovation in rural market. **CO5:** Evaluate the different rural models
Pre-Requisite		Students must come prepared to the class by going through the assigned cases and relevant chapter/s of the prescribed text book.

Course Outline	**Unit I** **Introduction** Understanding rural market, Indian Rural Market environment, Opportunities and scope of rural market, Challenges in the BOP **Unit II** **Rural Consumer** Classification of rural consumer, Economic, occupation and expenditure patterns, Rural consumer Behaviour, factors affecting rural consumer behaviour. **Unit III** **Rural Marketing Mix** Rural Marketing Mix Decisions, Marketing of Agriculture Inputs, Consumable inputs and durable inputs, Marketing of Consumables and Durables, Composition of Products, Price, distribution, promotion, product redesign or modification. **Unit IV** **Strategies** Critical Marketing strategies in rural market, Rural sales management, Strategic innovation in rural market. **Unit V** **Rural Models** Improvement of rural cottage industry, Formation of Cooperative marketing and processing, societies, Rural Marketing Strategies, Digitalization of rural India.
Evaluation	Continuous Internal Evaluation (CIE)- 40 marks End-Semester Evaluation (ESE): 60 marks
Pedagogy	Classroom discussion, Presentations & Case Study
References	**Text Book** ▪ Prahalad, C.K., (2014), Fortune at the Bottom of the Pyramid, Fifth Edition, Pearson. ▪ De Ligt, L. (2023). Fairs and markets in the Roman Empire: economic and social aspects of periodic trade in a pre-industrial society (Vol. 11). Brill. **Reference Book** ▪ Kashyap, P. (2016), Rural Marketing, Third edition, Pearson.

Facilitating the Achievement of Course Outcomes

Sl. No.	Course Outcomes (CO)	Assessment Method	Bloom's Taxonomy Level
CO1	Understand different concepts and basic practices of rural marketing	Internal Assessment 1 Written-test	2
CO2	Understand challenges and opportunities in the field of rural marketing	Assignments	2
CO3	Apply the knowledge to develop ecosystem for wealth creation	Internal Assessment 1 Written-test	3
CO4	Analyze the Strategies for innovation in rural market	Internal Assessment 2 Written-test	4
CO5	Evaluate the different rural models	Internal Assessment 2 Written-test Presentation	5

Bloom's Taxonomy: Level 1: Remembering, Level 2: Understanding, Level 3: Applying Level 4: Analysing, Level 5: Evaluating, Level 6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes (POs)										
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	3	-	1	-	2	-	-	-	-	2	3
CO 2	3	-	1	-	-	-	-	2	-	-	3
CO 3	-	3	-	2	-	-	-	-	3	-	-
CO 4	-	-	3	-	3	-	-	-	-	2	-
CO 5	-	-	-	-	-	2	-	3	2	-	-

Assessment Pattern & Marks Distribution

Continuous Internal Evaluation (CIE) - 40 Marks

Bloom's Category	Internal Assessment 1 (15)	Internal Assessment 1 (15)	Assignment and Presentation (10)
Remember			
Understand	10		5
Apply	5	5	
Analyze		5	5
Evaluate		5	
Create			

End Semester Evaluation (ESE) - 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	
Understand	10
Apply	25
Analyze	15
Evaluate	10
Create	

Course Name	**FINANCIAL STATEMENT ANALYSIS**
Course Type	**Disciplinary Major**
Course Code	**BBA4-F103**
Credit	**4 (3 L + 1 T)**
Semester	**VII**
Objectives	The objectives of this course are to: • acquaint the students to use financial statement analysis, Ratio analysis for judging the Profitability, Liquidity, Solvency, and Market Strength of the company. • enable the student to evaluate reporting and preparation of annual reports of the company.
Course Outcome	On successful completion of the course, the students will be able to: **CO-1** Understand the concepts of financial statement analysis. **CO-2**- Apply ratios to see the financial performance of a businesses.

	CO-3-Analyze and Interpret Profit and Loss Account, Balance Sheets and Cash Flow Statements of Businesses **CO-4**-Evalaute Intra and Inter Business Comparisons.
Pre-Requisite	Basics of Accounting
Course Outline	**Unit I** **Introduction to Financial statements** Introduction to Financial Statements, Meaning, types and Limitations. Meaning of Financial Statements Analysis, Meaning of various tools of Financial Analysis – Horizontal Analysis, Vertical Analysis Trend Analysis, and Common Size Statement. **Unit II** **Ratio Analysis** Ratio Analysis Meaning and Functional Classification of ratios. (Profitability, Liquidity, Leverage, Turnover, Market Strength Analysis and Coverage), Calculation and Interpretation of Ratios from Balance Sheet and Income Statement. **Unit III** **Cash Flow Statement** Meaning, Preparation of Cash Flow Statements (As per AS. 3) Meaning of Fund flow statement. Difference between Fund flow statement and Cash flow statement. **Unit IV** **Annual Reports** Understanding the Contents of Corporate Annual Reports**:** (Case Based) 1. Balance Sheet 2. Income Statement 3. Cash flow Statement 4. Significant Accounting Policies. 5. Auditors Report. 6. Directors Report. 7. Management Discussion and Analysis. 8. Notes to Accounts. **Unit V** **Corporate Reporting** Corporate Financial Reporting– Meaning, Objectives of corporate financial reporting, Qualitative characteristics of financial reporting information. Window Dressing in corporate financial reporting, Creative Accounting/ Creative Financial Practices adopted in window dressing.
Pedagogy	• Lecture • Numerical and Problem-Solving
Evaluation	▪ Continuous Internal Evaluation (CIE)- 40 marks ▪ End-Semester Evaluation (ESE): 60 marks
References	**Text Book** ▪ Rao P M (2011), *Financial Statement Analysis and Reporting*, Prentice Hall India **References** ▪ Gupta Ambrish (2016), *Financial Accounting for Management: An Analytical Perspective* (5th Ed), Pearson Education ▪ Narayanaswamy R (2014), *Financial Accounting: A Managerial Perspective* (5th Ed) , PHI

		▪ Ramachandran N & Kakani R K (2017), *Financial Accounting for Management* (4th Ed), McGraw Hill Education ▪ Annual report(s) of the company

Facilitating the Achievement of Course Outcomes

Unit No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Blooms Taxonomy Level
CO1	Understand the concepts of financial statement analysis..	Lectures, case discussion	Quiz, Assignments, Written-test	2
CO2	Apply ratios to see the financial performance of a businesses.	Lectures, problem solving, laboratory sessions	Hands-on test, Quiz, Assignments, Written-test	3
CO3	Analyze and Interpret Profit and Loss Account, Balance Sheets and Cash Flow Statements of Businesses	Problem discussion, case discussion	Quiz, Assignments, Written-test	3
CO4	Evaluate Inter and Inter Firms Comparisons	Problem discussion, case discussion	Quiz, Assignments, Written-test	4

Bloom's Taxonomy: Level 1: Remembering, Level 2: Understanding, Level 3: Applying Level 4: Analysing, Level 5: Evaluating, Level 6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

	Programme Outcomes (POs)										
Course Outcomes (COs)	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	2	-	2	2	-	-	-	2	2	2	-
CO 2	2	3	3	2	3	3	1	2	3	2	3
CO 3	2	3	-	3	4	4	3	-	3	2	-
CO 4	3	3	3	2	3	-	3	-	3	2	2

Assessment Pattern & Marks Distribution

Continuous Internal Evaluation (CIE)- 40 Marks

Bloom's Category	**Presentation** (10)	**Quiz** (10)	**Test** (20)
Remember			
Understand			5
Apply	5	5	5
Analyze		5	10
Evaluate			
Create			

End Semester Evaluation (ESE)- 60 Marks

Bloom's Taxonomy Level	**Test Marks**
Remember	
Understand	15
Apply	15
Analyze	15
Evaluate	15
Create	

Course Name		**CORPORATE ACCOUNTING**
Course Type		**Disciplinary Major**
Course Code		**BBA4-F102**
Course Credit		**4 (3 L + 1 T)**
Semester		**VII**
Objectives		The objectives of this course are to: • acquaint the students to help the students to acquire the conceptual knowledge of the corporate accounting • give them a practical insight of preparation of financial statements of corporates.

Course Outcomes (COs)	On successful completion of the course the students will be able to: **CO-1** Understand the concepts of Corporate Accounting **CO-2** Apply Concept for the preparation of corporate financial statements. **CO-3** Analyze the Financial Statements of Corporates including Valuations **CO-4** Evaluate impact of Amalgamations on Corporate Financial Statements
Pedagogy	• Lecture • Numerical and Problem-Solving
Pre-Requisite	Financial Accounting
Course Outline	**Unit I Issue of Equity and Preference shares** Issue, forfeiture and reissue of forfeited shares- Issues of rights and bonus shares-SEBI Guidelines-Concepts of book building, Demat shares and Employee Share option Scheme (ESOS), Redemption of preference shares and buy back of shares **Unit II Debentures** Issues and redemption of debentures **Unit III Preparation of Financial Statements** Preparation of profit and loss account, balance sheet and Cash Flow statements of corporate entities as per revised Schedule. **Unit IV Valuation** Valuation of Goodwill and Valuation of Shares **Unit V Mergers and Acquisition** Accounting for Amalgamation of Companies
Evaluation	▪ Continuous Internal Evaluation (CIE)- 40 marks ▪ End-Semester Evaluation (ESE): 60 marks
References	**Text Book:** ▪ Corporate Accounting by Mukherjee & Hanif TMH,2005 **References** ▪ Corporate Accounting by B.K.Goyal TAXMAN,5th edition,2018 ▪ ICAI final study materials

Facilitating the Achievement of Course Outcomes

Unit No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Blooms Taxonomy Level
CO1	Understand the concepts of Corporate accounting	Lectures, case discussion	Quiz, Assignments, Written-test	2
CO2	Apply concepts of Corporate accounting for Issues and redemption of debentures.	Lectures, problem solving, laboratory sessions	Hands-on test, Quiz, Assignments, Written-test	3

CO3	Analyse the Financial Statements of Corporates including Valuations	Problem discussion, case discussion	Quiz, Assignments, Written-test	3
CO4	Evaluate the Impact of Amalgamations on the Financial Statements	Problem discussion, case discussion	Quiz, Assignments, Written-test	4

Bloom's Taxonomy: Level 1: Remembering, Level 2: Understanding, Level 3: Applying, Level 4: Analysing, Level 5: Evaluating, Level 6: Creating

Mapping of the Course Outcomes to the Programme Outcomes (POs)

	Programme Outcomes (POs)										
Course Outcomes (COs)	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	2	-	2	2	-	-	-	2	2	2	-
CO 2	2	3	3	2	3	3	1	2	3	2	3
CO 3	2	3	-	3	4	4	3	-	3	2	-
CO 4	3	3	3	2	3	-	3	-	3	2	2

Assessment Pattern & Marks Distribution

Continuous Internal Evaluation (CIE)- 40 Marks

Bloom's Category	**Presentation** (10)	**Quiz** (10)	**Test** (20)
Remember			
Understand			5
Apply	5	5	5
Analyze		5	10
Evaluate			
Create			

End Semester Evaluation (ESE)- 60 Marks

Bloom's Taxonomy Level	**Test Marks**
Remember	
Understand	15
Apply	15
Analyze	15
Evaluate	15
Create	

Course Name		**CAPITAL MARKETS**
Course Type		**Disciplinary Major**
Course Code		**BBA4-F104**
Course Credit		**4 (3 L + 1 T)**
Semester		**VII**
Objectives		The objectives of this course are to: • acquaint the students to develop an understanding of Capital Markets, its segments and operations. • enable the students to compare the risk and return and to evaluate the investment proposals based on fundamental and technical analysis.
Course Outcomes(COs)		**On successful completion of the course, the students will be able to:** **CO-1** Understand various concept related to Capital Markets **CO-2** Apply the concept of Capital Markets for better Investment **CO-3** Analyze Alternatives Investment Avenues for a better Risk-Return Trade off **CO-4** Evaluate the Performance of Different Investments.
Pre-Requisite		Financial Management
Course Outline		**Module 1:** **Introduction:** Meaning nature, role of Capital Markets, Features of developed capital markets, reforms in capital markets, regulatory framework, capital markets instruments, Innovation in instruments. **Module 2:** **Capital Markets in India:** Primary Capital Market Scenario, Primary market intermediaries, Primary market activities, methods of primary market issuance, secondary market in India, reforms in secondary markets, organisation and management, trading and settlement, listing of securities, stock market index, steps taken by SEBI to enhance liquidity in the market. **Module 3:** **Debt Market:** Meaning of debt market, need and benefits of depository system in India, difference between demat and physical share, depository process, functioning of NSDL and SHCIL, Importance of debt market, participant in the debt market, Types of debt market instrument, primary and secondary debt markets

	Module 4: **Regulatory Bodies:** Role and Policies of developmental banks, Financial Institutions in India, Mutual Funds, SEBI **Module 5:** **Security Analysis:** Technical and Fundamental Analysis
Pedagogy	• Lecture • Numerical and Problem-Solving
Evaluation	▪ **Continuous Internal Evaluation (CIE)- 40 marks** ▪ **End-Semester Evaluation (ESE): 60 marks**
References	**Text Books** ▪ Gurusamy S. (2015), *Financial Market and institutions* (4h Ed), Vijay Nicole Imprints **References** ▪ Pathak Bharti V. (2018), *Indian Financial system* (5th Ed), Pearson Education ▪ Pandian P. (2012), *Security Analysis and Portfolio Management* (2nd Ed), Vikash Publishing. ▪ Circulars of SEBI

Unit No.	Course Outcomes (CO)	Teaching and Learni Activity	Assessment Method	Blooms Taxonomy Level
CO1	Understand various concept related to Capital Markets	Lectures, case discussion	Quiz, Assignments, Written-test	2
CO2	Apply the concept of Capital Markets for better Investment	Lectures, problem solving, laboratory sessions	Hands-on test, Quiz, Assignments, Written-test	3
CO3	Analyze Alternatives Investment Avenues for a better Risk-Return Trade off	Problem discussion, case discussion	Quiz, Assignments, Written-test	3
CO4	Evaluate the Performance of Different Investments	Problem discussion, case discussion	Quiz, Assignments, Written-test	24

Bloom's Taxonomy: Level 1: Remembering, Level 2: Understanding, Level 3: Applying, Level 4: Analysing, Level 5: Evaluating, Level 6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

	Programme Outcomes (POs)										
Course Outcomes (COs)	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	2	-	2	2	-	-	-	2	2	2	-
CO 2	2	3	3	2	3	3	1	2	3	2	3
CO 3	2	3	-	3	4	4	3	-	3	2	-
CO 4	3	3	3	2	3	-	3	-	3	2	2

Assessment Pattern & Marks Distribution

Continuous Internal Evaluation (CIE)- 40 Marks

Bloom's Category	**Presentation** (10)	**Quiz** (10)	**Test** (20)
Remember			
Understand			5
Apply	5	5	5
Analyze		5	10
Evaluate			
Create			

End Semester Evaluation (ESE)- 60 Marks

Bloom's Taxonomy Level	**Test Marks**
Remember	
Understand	15
Apply	15
Analyze	15
Evaluate	15
Create	

Course Name	**BANKING THEORY & PRACTICES**
Course Type	**Disciplinary Major**
Course Code	**BBA4-F101**
Course Credit	**4 (3 L + 1 T)**
Semester	**VII**
Sessions	**60 Hours**
Objectives	The objectives of this course are to: • acquaint the students with an overview of theoretical, legal and practical aspects of modern banking. • analyse the operational parameters of banking law, negotiable instruments and bankers customer relationship and to evaluate the role of banking institutions in the growth of trade, commerce and industry.
Course Outcomes(COs)	On successful completion of the course the students will be able to: **CO1**-Understand the concept of banking and related laws, **CO2**-Apply Banking Related Concepts in various Banking Transactions. **CO3**- Analyse Non-Performing Assets (NPA) and Impact on Economy. **CO4**- Evaluate Performance of Indian Banking Sector and their Financial Statements
Pre-Requisite	Basics of financial management
Course Outline	**Unit I** **Introduction to banking** Bank-significance of banks-brief history of banking in India- Laws affecting banking- Banking Defined-Different types of Banks and functions. Distinction between NBFC and Banks. Brief discussion on commercial banks, Development Banks and Cooperative Banks; Commercial banks-nationalized banks and private banks-types of commercial banking-unit branch-universal-virtual etc. information technology in banking- modern banking services-standing instructions, remittances, core banking, debit credit and branded cards- ATM- Portfolio, investment, insurance, lockers etc.- including international practices. **Unit II** **Bank deposits and lending** Demand and Time Liabilities, Different types of deposits accepted by banks – current-savings-recurring-reinvestment etc. usefulness and usage – Bank Lending-types-Loans, Overdraft and Cash credits- Concept of 'Loan creates deposits' – limitation of lending- non funded advances- guarantees and letter of credits –general lending aspects-securities for loans-working capital facilities – margin money and drawing power-export credits (brief) **Unit III** **Bank management (statutory regulations)** RBI role in the control of banking operations-credit control, Reserve Ratios-Tier system of Capital- Basel Committee norms- Non- Performing Assets.

	Unit IV **Banker & Customer** Banker and Customer- meaning and definitions-relevant provisions of Banking Regulations Act – Case Laws applicable- Relationships between-general and special (all specifics)-rights and duties of banker and customer- cessation of relationship-types of account holders-and account opening- special considerations in opening and operating of accounts of individuals-firms-HUF-trusts-clubs-receivers-companies; minors, mentally and physically challenged-operating procedures in the event of death, insanity and insolvency of the customer-Non Resident accounts-Bank Pass books and statements- effect of entries there on – Bankers book of evidence. Simple case related problems on any of the topics. **Unit V** **Negotiable instruments** Meaning of paying banker – duty of a paying banker- payment in due course – grounds for dishonour of Cheques- stop payment and garnishee order-protection to a paying banker under the negotiable instruments Act for open and crossed Cheques- conditions to be satisfied- marking of Cheques- case Laws- simple case related problems on any of the topics.
Pedagogy	• Lecture • Numerical and Problem-Solving
Evaluation	▪ Continuous Internal Evaluation (CIE)- 40 marks ▪ End-Semester Evaluation (ESE): 60 marks
References	**Text Book** Shekhar K C & Shekhar Lekshmy (2018), *Banking Theory and Practice* (21st Ed), Vikash Publishing . **References** Maheshwari S.K. & Maheshwari S.N. (2014), *Banking Law and Practice*, Kalyani Publishers Indian Institute of finance, (2015), *Principles and Practices of Banking* (3rd Ed), Macmillan Circulars of RBI, IBA

Unit No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Blooms Taxonomy Level
CO1	Understand the concept of banking and related laws	Lectures, case discussion	Quiz, Assignments, Written-test	2
CO2	Apply Banking Related Concepts in various Banking Transactions.	Lectures, problem solving, laboratory sessions	Hands-on test, Quiz, Assignments, Written-test	3

CO3	Analyse Non-Performing Assets (NPA) and Impact on Economy.	Problem discussion, case discussion	Quiz, Assignments, Written-test	2, 3
CO4	Evaluate Performance of Indian Banking Sector and their Financial Statements	Problem discussion, case discussion	Quiz, Assignments, Written-test	4

Bloom's Taxonomy: Level 1: Remembering, Level 2: Understanding, Level 3: Applying, Level 4: Analysing, Level 5: Evaluating, Level 6: Creating

Mapping of the Course Outcomes(COs) to the Programme Outcomes (POs)

	Programme Outcomes (POs)								**Programme Specific Outcomes (PSOs)**		
Course Outcomes (COs)	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	2	-	2	2	-	-	-	2	2	2	-
CO 2	2	3	3	2	3	3	1	2	3	2	3
CO 3	2	3	-	3	4	4	3	-	3	2	-
CO 4	3	3	3	2	3	-	3	-	3	2	2

Assessment Pattern & Marks Distribution

Continuous Internal Evaluation (CIE)- 40 Marks

Bloom's Category	**Presentation** (10)	**Quiz** (10)	**Test** (20)
Remember			
Understand			5
Apply	5	5	5
Analyze		5	10
Evaluate			
Create			

End Semester Evaluation (ESE)- 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	
Understand	15
Apply	15
Analyze	15
Evaluate	15
Create	

Course Name		**TOTAL QUALITY MANAGEMENT**
Course Code		**BBA4-O101**
Course Type		**Disciplinary Major**
Course Credit		**4 (3-L , 1-T)**
Semester		**VII**
Objectives		The objectives of the course are to: • understand the concept of quality; • understand the Implication of quality on business; and • have exposure to challenges in quality improvement Programmes.
Course Outcomes (COs)		Upon successful completion of the course the students will be able to: **CO1:** Understand the principles of quality management and to explain how these principles can be applied within quality management systems. **CO2:** Understand and apply appropriate tools and techniques for controlling, measuring & improving quality **CO3:** Demonstrate the organizational, communication and teamwork requirements for effective quality management **CO4:** Analyse the strategic issues in quality management, including current issues and developments
Pre-Requisite		Fundamentals of Operations Management
CourseOutline		**Unit I** **Introduction** Quality and Evolution of TQM; Understanding the Basic Concepts of TQM; Brief Overview of TQM Framework; Contribution of Quality Gurus in the TQM Journey; Benefits of TQM; Quality Cost.

	Unit II **TQM Principles** Policy Deployment; Leadership; Customer Satisfaction; Employee Involvement; Continuous Process Improvement; Supplier Partnership; Performance Measures. **Unit III** **Tools of Quality** Statistical Fundamentals; Statistical Process Control (SPC); Acceptance Sampling; Six Sigma. **Unit IV** **Quality Management Systems** Benchmarking; Quality Function Deployment (QFD); Taguchi's Loss Function (TLF); Total Productive Maintenance (TPM). **Unit V** **Quality System & Quality Awards** ISO 9000, ISO 14000**;** Malcom Baldrige Quality Award; Deming Award; Quality Check Points.
Pedagogy	• Activity • Case Analysis • Presentations
Evaluation	• Continuous Internal Evaluation (CIE): 40 Marks • End-Semester Evaluation (ESE): 60 marks
Suggested Readings	**Text Books** • Besterfield, D. H., Besterfield-Michna, C., Besterfield, G. H., & Besterfield Sacre, M. (2018). Total quality management (5th ed.), Pearson Education. • Sharma, S. (2018). TQM; Concepts, Strategy and Implementation for Operational Excellence. New Delhi: Sage Publications. **Reference Books:** • Kulkarni, S.R & Yadav, B (2021). Total quality management • Luthra, S, Garg, D, Agarwal, A & Mangla, S.K. (2020). *Total Quality Management (TQM): Principles, Methods, and Applications*, CRC Press • Oakland, J.S, Oakland, R. J, & Turner, M. A (2020). Total Quality Management and Operational Excellence Text with Cases, Routledge; 5th edition • Bhote, K. R. (2008). The ultimate six sigma: Beyond quality excellence total business excellence. New Delhi: PHI Learning. Faculty of Management Studies, University of Delhi • Dale, B. G. (2003). Managing quality. UK: Blackwell Publishing. • Oakland, J. S. (2003). Total quality management: Text with cases. Burlington: Butterworth-Heinemann.

		• Raghavachari, M., & Ramani, K. V. (Eds.). (2000). Delivering service quality. New Delhi: Macmillan. • Woodside, G., &Aurrichio, P. (2000). ISO 14001 auditing manual. New York: McGraw Hill.

Facilitating the Achievement of Course Outcomes

Sl. No	Course Outcomes (CO)	Classroom Activities & Techniques	Assessment Method	Bloom's Taxonomy Level
CO1	Understand the principles of quality management and to explain how these principles can be applied within quality management systems.	Lecture and discussion through small cases	Quiz, Assignments,	2
CO2	Understand and apply appropriate tools and techniques for controlling, measuring & improving quality	Lecture and discussion through small cases. Topics for projects to be given.	Assignments, Written-test	2, 3
CO3	Demonstrate the organizational, communication and teamwork requirements for effective quality management	Lecture, Problem discussion & case studies	Written-test	3
CO4	Analyse the strategic issues in quality management, including current issues and developments	Lecture		4

Bloom's Taxonomy: Level 1: Remembering; Level 2: Understanding; Level 3: Applying; Level 4: Analyzing; Level 5: Evaluating; Level 6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (CO)	Programme Outcomes (PO)										
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO 1	3	-	-	-	-	-	-	-	2	3	-
CO 2	-	2	-	-	-	-	-	-	2	3	-
CO 3	3	2	-	-	-	-	-	-	3	3	-
CO 4	-	-	-	-	-	-	-	-	3	-	-

Assessment Pattern & Marks Distribution

Continuous Internal Evaluation (CIE) - 40 Marks

Bloom's Category	**Quiz** (10)	**Assignments & Case study** (10)	**Group Projects** (20)
Remember			
Understand	10		5
Apply		5	5
Analyze		5	5
Evaluate			5
Create			

End Semester Evaluation (ESE) - 60 Marks

Bloom's Taxonomy Level	**Test Marks**
Remember	10
Understand	20
Apply	10
Analyze	10
Evaluate	10
Create	

Course Name		**PROJECT MANAGEMENT**
Course Code		**BBA4-O102**
Course Type		**Disciplinary Major**
Course Credit		**4 (3-L, 1-T)**
Semester		**VII**
Objectives		The objectives of this course are to: • develop the ability in the students to understand unique characteristic of managing project; • understand different types of projects: Roads to software; and • understand the planning, organizing, implementing, executing and closing of a project.
Course Outcome (COs)		By the end of the course, the students will be able to: **CO1:** Understand the planning process of projects, team building and schedule of resources **CO2:** Analyze work breakdown structure for resource planning and budgeting **CO3**: Apply critical path planning and monitoring.

		CO4: Analyze the projects execution including crashing and closing of projects
Pre-requisite		Operation Management, People Management, PERT/CPM, Excel and MIS.
Course Outline		**Unit - I** **Introduction to Project Management** Definition, Goal, Lifecycles; Project Selection, and Project Portfolio; Project Formulation; Project Manager – Roles-Responsibilities; and Project Team – Selection. **Unit - II** **Planning and Budgeting** Planning Process: Work Breakdown Structure; Job Description and Responsibility; Activity Timing; Budgeting and Cost Estimation; Risk Analysis and Risk Management and Project Uncertainty. **Unit - III** **Scheduling and Work Allocation** GANTT Chart, PERT/CPM, Crashing and Expediting, and Resource Leveling & Allocation. **Unit - IV** **Control and Completion** Monitor Control and Report; Design of Control System; Stakeholder Alignment; Project Evaluation; Quality and Audit; Develop Records, Data and Closing Report. **Unit - V** **Project Organisation and Conflict Management** Organisational Structure: Types and Design; Roles and responsibilities. Conflicts: Origin and Consequences and Resolving Conflicts: Methods.
Pedagogy		• Lecture • Case analysis • Blended learning
Evaluation		• Continuous Internal Evaluation (CIE): 40 marks • End Semester Evaluation (ESE): 60 marks
Suggested Readings		**Text Books** • Gopalan, M.R. (2018). *Project Management* (2nd ed.). Wiley. • Nicholas, J.M. (2017). *Project Management for Business and Technology - Principles and Practice* (4th ed.). Pearson. **Other Readings** • Gray, C.F., Larson E.W., & Desai, G.V. (2017). *Project Management* (6th ed.). McGraw Hill Education. • Gido, J., & Clements, J.P. (2011). *Successful Project Management*, Thomson Learning. • Maylor, H. (2017). *Project Management* (4th ed.). Pearson Education. • Articles & Cases to be distributed by the faculty

Facilitating the Achievement of Course Outcomes (COs)

Sl. No	CO	Classroom Activities & Techniques	Assessment Method	Bloom's Taxonomy Level
CO1	Understand the planning process of projects, team building and schedule of resources	Lectures, Case analysis	Quiz, End Term	2
CO 2	Develop work breakdown structure for resource planning and budgeting	Lectures, Case analysis, Spreadsheet modelling	Field Project, End Term	6
CO 3	Develop critical path planning and monitoring.	Lectures, Case analysis, Spreadsheet modelling	Assignment, End Term	6
CO 4	Execution of projects including crashing and closing of projects business problems	Lectures, Case analysis, Spreadsheet modelling	Field Project, End Term	5

Bloom's Taxonomy: Level 1: Remembering, Level 2: Understanding, Level 3: Applying, Level 4: Analysing, Level 5: Evaluating, Level 6: Creating

Mapping of the Course Outcomes to the Programme Outcomes (POs)

Course Outcomes (CO)	Programme Outcomes (POs)										
	PO 1	**PO 2**	**PO 3**	**PO4**	**PO 5**	**PO6**	**PO 7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	1	3	2	3	1	1	-	2	2	3	1
CO 2	1	3	2	3	1	1	-	2	2	3	1
CO 3	1	3	2	3	1	1	-	2	2	3	1
CO 4	1	3	2	3	1	1	-	2	2	3	1

Assessment Pattern & Marks Distribution

Continuous Internal Evaluation (CIE)- 40 Marks

Bloom's Category	Quiz (10)	Writing Assignments (10)	Field Project (20)
Remember			
Understand	10		

Apply			
Analyze			
Evaluate		10	
Create			20

End Semester End Evaluation (ESE)- 60 Marks

Bloom's Taxonomy Level	**Test Marks**
Remember	
Understand	10
Apply	10
Analyze	20
Evaluate	20

Course Name		**SUPPLY CHAIN AND LOGISTICS MANAGEMENT**
Course Code		BBA4-O103
Course Type		**Disciplinary Major**
Course Credit		**4 (3-L, 1-T)**
Semester		**VII**
Objectives		The objectives of this course are to: • provide the student with an understanding of the primary differences between logistics and supply chain management; • develop an understanding of the individual processes of supply chain management and their interrelationships within individual companies and across the supply chain; • develop an understanding of the management components of supply chain management; • develop an understanding of the tools and techniques useful in implementing supply chain management; and • develop knowledge about the professional opportunities in supply chain management.
Course Outcomes (COs)		After the completion of the course, students will be able to: **CO 1** Understand the supply chain and logistics functions of any business organization **CO 2** Analyse the interconnectedness of the decision areas in a supply chain **CO 3** Develop and use a variety of models most commonly used for decision- making in logistics and supply chain.
Pre-requisite		Basic knowledge of Operations Management and Marketing Management
Course Outline		**Unit I** **Understanding of Supply Chain**

		Objectives of Supply Chain, Importance, Decision Phase, Process View, Examples, Supply Chain Performance Drivers Evolution and Overview of Supply Chain Management, Traditional and Modern Approach of SCM, Elements in SCM **Unit II** **Demand Management in Supply Chain** Demand planning & Forecasting, Types of Demand, Characteristics of forecasts, Components of a Forecast & Forecasting Methods, Basic Approach to Demand Forecasting, The Role of inventory in Supply Chain, Planning and Managing Inventories in a SC, managing uncertainty in a SC: Safety Inventory **Unit III** **Transportation Problem** Role and Functionality in Supply Chain, Participants in transportation, Transportation formats, Modes, Decision and Other Formats and Transport Documentation, Private Fleet Management: Process Factors and Drivers **Unit IV** **IT for SCM** Concept of IT (need for IT, IT tools for business) IT Application in SCM, Evolution, benefits, role of internet, Issues with SCM system typical Data warehouse concepts, Data Mining, use of Data mining tools in SCM **Unit V** **Logistics Management** Inbound, Outbound and Intra firm Logistics, Warehouse Management, Packaging, Material Handling ,3-PL,4-PL, Reverse Logistics, Logistics Management in disruptive situations., Benefits of Logistics Outsourcing – Third Party Logistics – Fourth Party Logistics – Value Added Services, International Logistics
Pedagogy		• Lecture • Problem Solving • Case Analysis
Evaluation		Continuous Internal Evaluation (CIE): 40 Marks End Semester Evaluation (ESE) : 60 marks
Suggested Readings		**Text Books:** ● Ailawadi, Satish C., Singh, P. Rakesh. (2020). *Logistics Management.(2nd Edition).*PHI. ● Chopra, S., and Kalra, D. (2019). *Supply Chain Management: Strategy, Planning and Operation (6th ed.)*. Pearson Education, Delhi. **Reference Books:** ● Shah, J. (2016). *Supply Chain Management: Text and Cases* (2nd ed.). Pearson Education, Delhi

		• Ballou, H.B., and Srivastava, S.K. (2019). *Business Logistics/Supply Chain Management* (5th ed.), Pearson Education, Delhi.

Facilitating the achievement of Course Outcomes (COs)

CO No.	CO	Classroom Activities & Techniques	Assessment Method	Blooms Taxonomy Level
CO1	Understand the supply chain and logistics functions of any business organization	Lecture, Case Discussion	Quiz, Assignments, Class-test	2,5,3
CO2	Analyse the interconnectedness of the decision areas in a supply chain	Lecture, Problem Solving, Case Discussion	Quiz, Assignments, Class-test	2,5,3
CO3	Develop and use a variety of models most commonly used for decision- making in logistics and supply chain.	Lecture, Problem Solving, Case Discussion	Quiz, Assignments, Class-test	5,3

Bloom's Taxonomy: Level 1: Remembering, Level 2: Understanding, Level 3: Applying Level 4: Analysing, Level 5: Evaluating, Level 6: Creating

Mapping of the Course Outcomes to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes (POs)										
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	2	2	1	2	1	1	1	-	2	2	2
CO 2	1	2	1	2	2	1	1	-	2	2	1
CO 3	1	3	1	2	2	1	-	1	2	3	1

Assessment Pattern & Marks Distribution

Continuous Internal Evaluation (CIE)- 40 Marks

Bloom's Category	**Quiz** (10)	**Assignments & Presentation** (10)	**Class Test** (20)
Remember			
Understand	5		5
Apply	5		5
Analyze		10	5
Evaluate			5
Create			

End Semester Evaluation (ESE)- 60 Marks

Bloom's Taxonomy Level	**Test Marks**
Remember	10
Understand	10
Apply	15
Analyze	15
Evaluate	10
Create	

Course Name		**SERVICE OPERATIONS MANAGEMENT**
Course Code		**BBA4-O104**
Course Type		**Disciplinary Major**
Course Credit		**4 (3 - L, 1 – T)**
Semester		**VII**
Objectives		The objectives of the course are to: • understand the intangible management processes of Service Operation Management & difference from Production Operations • learn to identify gaps in the existing available services and design creative solutions for customer perceptual satisfaction. • understand the different service businesses and operation process of few of them. • able to conceptualize & develop a design strategy to implement a qualitative service operation for customer satisfaction and organizational profitability & objective

Course Outcomes (COs)		After successful completion of the course, the students will be able to: **CO1**: Understand uniqueness of each service business and connected process and concept. **CO2**: Apply tools and techniques to analyse current operation and improve upon it. **CO3:** Analyse policies, processes, and performance parameters for delivering quality service. **CO4:** Evaluate opportunity for new service and the facilities required to overcome service encounters and reduce waiting times. **CO5:** Evaluate information technology, e-service & commerce and virtual operation so essential for service function.
Pre-Requisite		Operation Management, Marketing, People Management, and MIS.
Course Outline		**Unit I** **Introduction to Service Operations Management** Introduction to Service Operation Management, Growth of Service Sector; Classification and Characteristics; Service Strategy in Competitive Environment; Different Types of Service & their Characteristics and Forecasting **Unit II** **Service Design** New Service Design. Develop Blueprints and the Process Structure. Design Process for Specific Business - Health care; Retail & Insurance. Managing Service Experience and Design Digital as Well as Internet Strategies. **Unit III** **Service Quality** Service Quality – Dimensions; Gap Model; Measuring Service Quality –SERVQUAL; Design for Service Quality & Recovery; Service Encounter & Customer Interface and Waiting Line & Queuing System. **Unit IV** **Service Facility** Service Scope and Nature – Location; Process & Layout Design; People & Training; Implementing Strategy Through Service Design and Planning & Supply Chain Management. **Unit V** **Technology in Service Operations** Demand Analysis; Forecasting Through Simulations; Creating Demand & Aligning Customer Need and Use of AI & Cloud computing to Enhance Service Experience
Pedagogy		• Lecture • Industry Visit

	• Presentation & Discussion • Case analysis
Evaluation	• Continuous Internal Evaluation (CIE): 40 marks • End Semester Evaluation (ESE): 60 marks
References	**Text Books** • Fitzsimmons, J., Fitzsimmons, M., & Bordoloi, S. (2018). Loose Leaf for Service Management: Operations, Strategy, Information Technology, McGraw-Hill Education. **Reference Books:** • Graham Clark, Michael Shulver, Robert Johnston (2017), Service Operations Management – Improving Service Delivery, Pearson Education. • Russell, R.S. & Taylor, B.W. (2019). Operations and supply chain management (10th Edition). John Wiley & Sons. • Articles & Cases to be Distributed by the Faculty.

Facilitating the Achievement of Course Outcomes (COs)

Sl. No	CO	Classroom Activities & Techniques	Bloom's Taxonomy Level
CO1	Understand uniqueness of each service business and connected process and concept	Classroom discussion, Industry visit	2 & 3
CO2	Apply tools and techniques to analyse current operation and improve upon it.	Presentation, Lecture, Case	3 & 4
CO3	Develop policies, processes, and performance parameters for delivering quality service.	Lecture, Presentation, test	4 & 5
CO4	Identify opportunity for new service and the facilities required to overcome service encounters and reduce waiting times	Case discussion, Lecture, Quiz	4 & 5
CO5	Understand information technology, e-service & commerce and virtual operation so essential for service function	Lecture, assignment & discussion	4, 5 & 6

Bloom's Taxonomy: Level 1: Remembering; Level 2: Understanding; Level 3: Applying; Level 4: Analysing: Level 5: Evaluating; Level 6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes (POs)										
	PO 1	**PO 2**	**PO 3**	**PO4**	**PO 5**	**PO6**	**PO 7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	3	-	-	-	2	1	-	-	3	-	-
CO 2	-	3	1	3	1	1	2	1	1	2	2
CO 3	-	3	1	2	1	1	3	1	1	2	1
CO 4	-	2	1	3	-	-	3	3	-	2	3
CO5	-	3	1	2	-	1	2	2	-	2	2

Assessment Pattern & Marks Distribution

Continuous Internal Evaluation (CIE) - 40 Marks

Bloom's Category	**Quiz** (5)	**Assignments & Presentation** (20)	**Case Analysis** (15)
Remember			
Understand			
Apply	5	5	
Analyze		5	5
Evaluate		10	10
Create			

End Semester Evaluation (ESE)- 60 Marks

Bloom's Taxonomy Level	**Test Marks**
Remember	10
Understand	15
Apply	10
Analyze	10
Evaluate	15
Create	

Course Name		**STATISTICAL DATA MODELLING USING R**
Course Code		**BBA4-BA101**
Course Type		**Disciplinary Major**
Course Credit		**4 (3-L + 1-T)**
Semester		**VII**
Objectives		The objectives of this course are: • to impart knowledge on use of data mining techniques for deriving business intelligence to achieve organizational goals. • to learn the use of R (statistical computing software) to build, assess, and compare models based on real datasets and cases with an easy-to-follow learning curve. • to review and expand upon core topics in statistics and probability, particularly by initiating the beneficiaries of the course to R for statistical computing.
Course Outcomes(COs)		Upon successful completion of the course the Learner will be able to: **CO1:** Understand the characteristics of datasets and compare the trivial data and big data for various applications **CO2:** Apply tools for descriptive analysis through various plot and descriptive statistics **CO3:** Analyze data for prediction through predictive analysis **CO4:** Evaluate R/R-Studio syntax for statistical analysis **CO5:** Develop models using R/R studio syntax to facilitate business decision
Pre-Requisite		Basic understanding in Statistics
Course Outline		**Unit I** **Introduction to R** Learn how to Load Data; Plot a Graph viz. Histograms (Equal Class Intervals and Unequal Class Intervals); Box Plot; Stem-Leaf; Frequency Polygon; Pie Chart; Ogive with Graphical Summaries of Data. **Unit II** **Descriptive and Predictive Statistics** Generate automated reports giving detailed descriptive statistics; correlation and lines of regression. **Unit III** **Sampling and Probability** Random number generation and sampling procedures; Fitting of polynomials and exponential curves; Application Problems based on fitting of suitable distribution; Normal probability plot. **Unit IV** **Data Cleaning and Editing** Simple Analysis and Create and Manage Statistical Analysis Projects; Import data; Code Editing and Data Cleaning. **Unit V** **Inferential Statistics** Basics of Statistical Inference in order to Understand Hypothesis Testing; Compute p-Values; Confidence Intervals.

Pedagogy	• Presentations • Problem Solving • Case Analysis
Evaluation	• Continuous Internal Evaluation (CIE): 40 marks • End-Semester Evaluation (ESE): 60 marks
References	**Text Books** • Gardener, M. (2012). *Beginning R: The Statistical Programming Language*. Wiley Publications. • Braun, W.J., & Murdoch, D.J. (2007). *A First Course in Statistical Programming with R*. Cambridge University Press, New York • Moore, D.S., & McCabe, G.P. & Craig, B.A. (2014). *Introduction to the Practice of Statistics*. W.H. Freeman • Cunningham, B.J. (2012). *Using SPSS: An Interactive Hands-on approach.* • Cho, M,J., & Martinez, W.L. (2014). *Statistics in MATLAB: A Primer*. Chapman and Hall/CRC

Facilitating the achievement of Course Outcomes

Unit No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Blooms Taxonomy Level
CO1	Understand the basic of computers and software	Lectures, case discussion	Quiz, Assignments, Written-test	2
CO2	Apply Information and Communication Technology skills	Lectures, problem solving, laboratory sessions	Hands-on test, Quiz, Assignments, Written-test	3
CO3	Understand Data Communication and Computer Networks	Problem discussion, case discussion	Quiz, Assignments, Written-test	2
CO4	Apply computer knowledge for E commerce	Case discussion	Hands-on test, Assignments, Quiz, Written-test	3, 4
CO5	Analyze data using software	Lectures, case discussion with software, laboratory sessions	Quiz, Assignments, Written-test	3, 4

Bloom's Taxonomy: Level 1: Remembering; Level 2: Understanding; Level 3: Applying Level 4: Analysing; Level 5: Evaluating; Level 6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

	Programme Outcomes (POs)										
Course Outcomes (COs)	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	2	-	2	2	-	-	-	2	2	2	-
CO 2	2	3	3	2	3	3	1	2	3	2	3
CO 3	2	3	-	3	4	4	3	-	3	2	-
CO 4	3	3	3	2	3	-	3	-	3	2	2
CO5	2	3	3	3	-	-	3	-	3	-	-

Assessment Pattern and Marks Distribution

Continuous Internal Evaluation (CIE) - 40 Marks			
Bloom's Category	**Presentation (5)**	**Assignment (15)**	**Lab Test (20)**
Remember			
Understand			5
Apply		5	5
Analyze	5	5	5
Evaluate		5	5
Create			

End Semester Evaluation (ESE) - 60 Marks	
Bloom's Taxonomy Level	**Test Mark**
Remember	
Understand	15
Apply	15
Analyze	15
Evaluate	15
Create	

Course Name		**DATA VISUALIZATION**
Course Code		**BBA4-BA102**
Course Type		**Business analytics Honors**
Course Credit		**4 (3-L + 1-T)**
Semester		**VII**
Objectives		The objectives of this course are to: • provides the necessary inputs required of Data visualizations. • understand different methods and tools for data visualization

	• help students understand the fundamentals of data and generating reports through visualization
Course Outcomes(COs)	Upon successful completion of the course the Learner will be able to: **CO1:** Understand the basics of data visualization and its importance **CO2:** Apply effective data visualizations tools in order to provide new insights into the data or communicate information to others **CO3:** Analyse business data using useful tools for visualisation **CO4:** Evaluate data through different visualisation tools and codding **CO5:** Creation of dashboard to visualize and analyze data with Excel.
Pre-Requisite	Basic statistics, basic knowledge of Excel
Course Outline	**Unit I** **Introduction to Data Visualization:** Stages in Visualizing Data; Types of Visualization; Pre-processing and Processing of Data; Find Data, Evaluate, Extract, Clean, Correct and Merge Data; Forming the Right Questions; Forming Connections and Correlations; Making Successful Data Visualizations; Publishing and Disseminating Data Visualizations. **Unit II** **Setting the Context of Data Visualization:** Setting the Purpose and Identifying Key Factors; Demonstrating Editorial Focus and Learning About Your Data; Conceiving and Reasoning Visualization Design Options; Taxonomy of Data Visualization Methods; Constructing and Evaluating Your Design Solution. **Unit III** **Setting the Business Perspective:** Five Visual BI Artifacts; Scorecards: Visualizing Performance Improvement; Analytic Patterns: From Time-series to Correlations and Beyond; Rules for Visual Insight Designers; Prepping Data for Visualization; Collaborative Analytics. **Unit IV** **Tools for Data Visualizations** Tools for Creating Visualizations; Google Spreadsheet; Google Fusion Tables; Tableau, and Data Wrapper; R / SAP Lumira / COGNOS etc. **Unit V** **Excel** Spreadsheet (Creation, Data handling, Formatting); Data Manipulation in Spreadsheet; Analysis Tools in Spreadsheet; Spreadsheet Functions (Mathematical, Statistical and Financial functions), Data Visualization using Excel.
Pedagogy	• Presentations • Problem Solving • Case Analysis
Evaluation	• Continuous Internal Evaluation (CIE): 40 marks • End-Semester Evaluation (ESE): 60 marks
References	**Text Books** • Walkenbach, J. (2012). *Excel 2012 Bible*. Wiley. • Alexander, M., Decker, J., & Wehbe, B. (2016). *Microsoft Business Intelligence Tools for Excel Analysts*. Wiley.

		Other Readings: • Alexander, M., & Walkenbach, J. (2013). *Excel dashboards and reports* (Vol. 17). John Wiley & Sons.

Facilitating the Achievement of Course Outcomes

Unit No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Blooms Taxonomy Level
CO1	Understand the basic of computers and software	Lectures, case discussion	Quiz, Assignments, Written-test	2
CO2	Apply Information and Communication Technology skills	Lectures, problem solving, laboratory sessions	Hands-on test, Quiz, Assignments, Written-test	3
CO3	Understand Data Communication and Computer Networks	Problem discussion, case discussion	Quiz, Assignments, Written-test	2
CO4	Apply computer knowledge for E commerce	Case discussion	Hands-on test, Assignments, Quiz, Written-test	3, 4
CO5	Analyze data using software	Lectures, case discussion with software, laboratory sessions	Quiz, Assignments, Written-test	3, 4

Bloom's Taxonomy:Level 1: Remembering; Level 2: Understanding; Level 3: Applying Level 4: Analysing; Level 5: Evaluating; Level 6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

	Programme Outcomes (POs)										
Course Outcomes (COs)	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	2	-	2	2	-	-	-	2	2	2	-
CO 2	2	3	3	2	3	3	1	2	3	2	3
CO 3	2	3	-	3	4	4	3	-	3	2	-
CO 4	3	3	3	2	3	-	3	-	3	2	2
CO5	2	3	3	3	-	-	3	-	3	-	-
Total	5	4	4	5	3	2	3	2	5	4	2

Assessment Pattern and Marks Distribution

Continuous Internal Evaluation (CIE) - 40 Marks			
Bloom's Category	**Presentation (5)**	**Assignment (15)**	**Lab Test (20)**
Remember			
Understand			5
Apply		5	5
Analyze	5	5	5
Evaluate		5	5
Create			

End Semester Examination (ESE) - 60 Marks	
Bloom's Taxonomy Level	**Test Mark**
Remember	
Understand	15
Apply	15
Analyze	15
Evaluate	15
Create	

Course Name		**INTRODUCTION TO BUSINESS ANALYTICS**
Course Code		**BBA4-BA104**
Course Type		**Disciplinary Major**
Course Credit		**4 (3- L + 1-T)**
Semester		**VII**
Objectives		The objectives of this course are to: • understand the basic concepts of data analytics techniques as applied to business. • learn practical business analysis skills that can be used in the workplace. • add value in terms of specific use of statistical analysis packages in business analysis. • develop fundamental knowledge and skills for applying statistics to business decision making.
Course Outcome(COs)		Upon successful completion of the course the learner will be able to: **CO1:** Understand the concepts and methods of business analytics **CO2:** Apply the concepts of Descriptive Analytics in real life business **CO3:** Understand the concepts of sampling and estimation **CO4:** Analyse business data for forecasting the future using predictive analytics **CO5:** Evaluate viable solutions to the business problem using prescriptive analytics
Pre-Requisite		Basic knowledge in Statistical tools and techniques

Course Outline	**Unit I** **Introduction** Introduction to Business Analytics; Why Analytics; Business Analytics: The Science of Data Driven Decision Making; Concept of Descriptive, Predictive and Prescriptive Analytics; Big Data Analytics; Web and Social Media Analytics; Framework, Challenges and Future of Data Driven Decision Making. **Unit II** **Descriptive Analytics** Introduction to Descriptive Analytics; Data Types and Scales; Types of Data Measurement Scales; Population and Samples; Measure of Central Tendency; Percentile, Decile and Quartile, Measures of Variation: Range, IQD, Variance and SD, Measures of Shapes; Data Visualization: Histogram, Bar Chart, Pie Chart, Scatter Plot, Coxcomb Chart, Box Plot. **Unit III** **Introduction To Probability, Sampling And Estimation** Probability: Probability Theory; Terminology, Fundamental Concepts of Probability; Random Variable; Probability Distributions; Binomial, Poisson; Normal; Introduction to Sampling; **Unit IV** **Regression Analysis** Simple Regression Analysis(SLR): Introduction; SLR Model Building; Estimation of Parameters; Multiples Linear Regression (MLR): Introduction; Estimation of MLR, MLR Model Building; Correlation and Regression Model Building, Interpretation of MLR Coefficients; Standardized Regression Co-efficient. **Unit V** **Prescriptive Analytics** Introduction to Prescriptive Analytics; Linear Programming (LP); LP Model Building; LPP Terminologies; Assumptions of LP; Sensitivity Analysis in LPP; Solving LPP by Graphical Method, Range of Optimality; Range of Shadow Price; Linear Integer Programming.
Pedagogy	• Presentations • Problem Solving • Case Analysis
Evaluation	• Continuous Internal Evaluation (CIE): 40 marks • End-Semester Evaluation (ESE): 60 marks
References	**Text Books** • Prasad, R.N., & Acharya, S. (2011), *Fundamentals Of Business Analytics*. John Wiley & Sons. • Kumar, U.D. (2017). *Business Analytics: The Science of Data-driven Decision Making.*Wiley India.

		Other Readings • PPTs and Handouts will be shared.

Facilitating the Achievement of Course Outcomes

Unit No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Blooms Taxonomy Level
CO1	Understand the basic of computers and software	Lectures, case discussion	Quiz, Assignments, Written-test	2
CO2	Apply Information and Communication Technology skills	Lectures, problem solving, laboratory sessions	Hands-on test, Quiz, Assignments, Written-test	3
CO3	Understand Data Communication and Computer Networks	Problem discussion, case discussion	Quiz, Assignments, Written-test	2
CO4	Apply computer knowledge for E commerce	Case discussion	Hands-on test, Assignments, Quiz, Written-test	3, 4
CO5	Analyze data using software	Lectures, case discussion with software, laboratory sessions	Quiz, Assignments, Written-test	3, 4

Bloom's Taxonomy:Level 1: Remembering; Level 2: Understanding; Level 3: Applying Level 4: Analysing; Level 5: Evaluating; Level 6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

	Programme Outcomes (POs)										
Course Outcomes (COs)	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	2	-	2	2	-	-	-	2	2	2	-
CO 2	2	3	3	2	3	3	1	2	3	2	3
CO 3	2	3	-	3	4	4	3	-	3	2	-
CO 4	3	3	3	2	3	-	3	-	3	2	2
CO5	2	3	3	3	-	-	3	-	3	-	-

Assessment Pattern and Marks Distribution

Continuous Internal Evaluation (CIE) - 40 Marks			
Bloom's Category	**Presentation (5)**	**Assignment(15)**	**Lab Test (20)**
Remember			
Understand			5
Apply		5	5
Analyze	5	5	5
Evaluate		5	5
Create			

End Semester Evaluation (ESE) - 60 Marks	
Bloom's Taxonomy Level	**Test Mark**
Remember	
Understand	15
Apply	15
Analyze	15
Evaluate	15
Create	

Course Name		**DATA MINING AND WAREHOUSING**
Course Code		**BBA4-BA103**
Course Type		**Disciplinary Major**
Course Credit		**4 (3- L + 1- T)**
Semester		**VII**
Objectives		The objectives of this course are to: • give students a good overview of the ideas and techniques which are behind recent development • understand the concepts of data warehousing and online analytical processing (OLAP) fields, in terms of data models, query language, conceptual design methodologies and storage techniques.
Course Outcome(COs)		Upon successful completion of the course the Learner will be able to: **CO1**: Understand the functionality of the various data mining component **CO2:** Apply different data preprocessing techniques **CO3:** Analyse data using datamining techniques and prediction **CO4:** Apply classification and clustering technique for business decision **CO5**: Understand and apply the functionality of the various data warehousing component
Pre-Requisite		Basic knowledge in IT concepts, Database, Data analysis

Course Outline	**Unit I** **Introduction** Data Mining Tasks; Data Mining versus Knowledge Discovery in Data Bases; Relational Databases; Data Warehouses; Transactional Databases; Object Oriented Databases; Spatial Databases; Temporal Databases; Text and Multimedia Databases; Heterogeneous Databases; Mining Issues; Metrics; Social Implications of Datamining. **Unit II** **Data Preprocessing** Why Preprocess the data; Data Cleaning; Data Integration; Data Transformation; Data Reduction; Data Discretization. **Unit III** **Data Mining Techniques, Classification and Prediction** Association Rule Mining; The Apriori Algorithm; Multilevel Association Rules; Multidimensional Association Rules;, Constraint Based Association Mining Issues Regarding Classification and Prediction; Decision Tree Induction; Bayesian Classification; Back Propagation; Classification Methods; Prediction; Classifiers accuracy. **Unit IV** **Clustering Techniques** Cluster Analysis; Clustering Methods; Hierarchical Methods; Density Based Methods; Outlier Analysis; Introduction to Advanced Topics; Web Mining; Spatial Mining and Temporal Mining **Unit V** **Data Warehousing** Need for Data Warehousing; The Building Blocks of a Data Warehouse; Architecture and Infrastructure: Data Warehouse Architecture; Infrastructure and Metadata Management Principles of Dimension Modeling; Introduction to Dimensional Modeling; Extract Transform Load (ETL) Cycle; Implementation and Maintenance: Physical Design process; Aggregates and Indexing; Data Warehouse Deployment
Pedagogy	• Presentations • Problem Solving • Case Analysis
Evaluation	• Continuous Internal Evaluation (CIE): 40 marks • End-Semester Evaluation (ESE): 60 marks
References	**Text Books** • Han, J., Kamber, M. (2001). *Data Mining: Concepts and Techniques*. Morgan Kaufmann, New Delhi. • Pang, P., Steinbach, M., & Kumar, V. (2016). *Introduction to Data Mining*. Pearson

		• Dunham, M.H. (2003). *Data Mining : Introductory and Advanced Topics*. Pearson Education, Delhi. **Other Readings** • Sivananda, S.N., & Sumathi S. (2006). *Data Mining*. Thomsan Learning, Chennai.

Facilitating the achievement of Course Outcomes

Unit No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Blooms Taxonomy Level
CO1	Understand the basic of computers and software	Lectures, case discussion	Quiz, Assignments, Written-test	2
CO2	Apply Information and Communication Technology skills	Lectures, problem solving, laboratory sessions	Hands-on test, Quiz, Assignments, Written-test	3
CO3	Understand Data Communication and Computer Networks	Problem discussion, case discussion	Quiz, Assignments, Written-test	2
CO4	Apply computer knowledge for E commerce	Case discussion	Hands-on test, Assignments, Quiz, Written-test	3, 4
CO5	Analyze data using software	Lectures, case discussion with software, laboratory sessions	Quiz, Assignments, Written-test	3, 4

Bloom's Taxonomy: Level 1: Remembering; Level 2: Understanding; Level 3: Applying Level 4: Analysing; Level 5: Evaluating; Level 6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

	Programme Outcomes (POs)										
Course Outcomes (COs)	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	2	-	2	2	-	-	-	2	2	2	-
CO 2	2	3	3	2	3	3	1	2	3	2	3
CO 3	2	3	-	3	4	4	3	-	3	2	-
CO 4	3	3	3	2	3	-	3	-	3	2	2
CO5	2	3	3	3	-	-	3	-	3	-	-

Assessment Pattern and Marks Distribution

Continuous Internal Evaluation (CIE) - 40 Marks			
Bloom's Category	**Presentation (5)**	**Assignment (15)**	**Lab Test (20)**
Remember			
Understand			5
Apply		5	5
Analyze	5	5	5
Evaluate		5	5
Create			

End Semester Evaluation (ESE) - 60 Marks	
Bloom's Taxonomy Level	**Test Mark**
Remember	
Understand	15
Apply	15
Analyze	15
Evaluate	15
Create	

Course Name		**ADVANCED RESEARCH METHODOLOGY**
Course Code		**BBA4-7001**
Course Type		**Interdisciplinary Minor**
Course Credit		**4 (3-L , 1-T)**
Semester		**VII**
Objectives		The objectives of the course are to: • critically analyse a scenario and formulate relevant research problems; • analyse different scenarios and frame relevant problems that can be expressed and defined in a professional way (conceptualisation and operationalization); • make an informed choice of methods from the relevant research paradigm/paradigms correlated to the specified research problem; and • developed skills to make effective use of the library and e-resources in sourcing literature.
Course Outcomes (COs)		Upon successful completion of the course the students will be able to: **CO1:** Understand various kinds of research, objectives of doing research, research process, research designs and sampling **CO2:** Develop adequate knowledge on measurement & scaling techniques **CO3:** Demonstrate statistical tools & techniques in business applications **CO4:** Apply appropriate methodology and data develop models to facilitate business decision.
Pre-Requisite		Basic understanding in statistics & research methods

CourseOutline		**Unit I** **Formulation of Research Problem(s) and the logical framework** Underlying Processes of Scientific Research; Role of Theory in Problem Formulation; Philosophical Basis of Formulation of A Research Problem, Generating Versus Verifying Theories; The Empirical Unfolding of Research Problems; Research Questions Stemming from Multi-Method Research; Mixing Metaphors to Generate Research Problems; Identifying Research Objectives. **Unit II** **Methodological approaches** **Quantitative approach** Sample Size and Sampling Techniques; Sampling on Successive Occasions; Errors in Survey. Research Design (Experimental, Quasi-Experimental and Observational Study Designs – Case Control, Cohort and Cross-Sectional); Major Theoretical and Philosophical Underpinnings of Research including: The Idea of Validity in Research; Reliability of Measures; **Qualitative approach** Qualitative Research Methods and Research Instruments; Blending Quantitative and Qualitative Research Designs. **Unit III** **Orientation to data collection and analysis** Suitable Data Collection and Analysis Techniques; Qualitative Research-Content Analysis, Case Study, Ethnographic Studies, Analytical and Correlational Analysis; Analysis of Variance and Covariance, Partial and Multiple Correlation; Regression Analysis, Factor Analysis and Discriminant Analysis. **Unit IV** **Ethical considerations and research** Ethical Issues Related to Publishing; Plagiarism and Self-Plagiarism; Software for Detection of Plagiarism. **Unit V** **Report Writing** Report Preparation and Presentation; Interpretation of Data and Paper Writing; Layout of a Research Paper; Interpretation and Conclusion of the Research; Writing an Effective Research Proposal;
Pedagogy		• Projects • Activity • Case Analysis • Presentations
Evaluation		• Continuous Internal Evaluation (CIE): 40 Marks • End-Semester Evaluation (ESE) : 60 marks
Suggested Readings		**Text Books:**

		Zikmund W.G. (2017) Business research Methods, Thompsons, Akash Press New Delhi. **Reference Books:** • Malhotra N.K. (2019) *Marketing Research*, An Applied Orientation, Pearson Education, Inc • Cooper & Schindler (2017) *Business Research Methods*, Mcgraw-Hill • Kothari C.R. (2014) *Research Methodology Methods & Techniques*, New age international publisher • Chawla, D., & Sodhi, N. (2016). *Research methodology: Concepts and cases*. Vikas Publishing House. • *Hair, J.F., Black, W.C., Babin, B.J. and Anderson, R.E. (2014) Multivariate Data Analysis.* 7th Edition, Pearson Education, Upper Saddle River.

Facilitating the Achievement of Course Outcomes

Sl. No	Course Outcomes (CO)	Classroom Activities & Techniques	Assessment Method	Bloom's Taxonomy Level
CO1	Understand various kinds of research, objectives of doing research, research process, research designs and sampling	Lecture and discussion through small cases	Quiz	2, 3
CO2	Develop adequate knowledge on measurement and scaling techniques	Lecture and discussion projects to be given.	Group Exercises	3
CO3	Demonstrate statistical tools and techniques in business applications	Lecture, Problem discussion & case studies	Assignment	3
CO4	Apply appropriate methodology and data develop models to facilitate business decision.	Lecture	Project Presentation	4

Bloom's Taxonomy: Level 1: Remembering; Level 2: Understanding; Level 3: Applying; Level 4: Analyzing; Level 5: Evaluating; Level 6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (CO)	Programme Outcomes (PO)								Programme Specific Outcomes (PSO)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO 1	-	-	-	-	-	-	-	-	2	3	-
CO 2	-	2	-	-	-	-	-	-	2	3	-
CO 3	-	3	-	3	-	-	-	-	3	3	-
CO 4	-	3	-	3	-	-	-	-	3	-	

Assessment Pattern & Marks Distribution

Continuous Internal Evaluation (CIE) - 40 Marks

Bloom's Category	**Quiz** (10)	**Assignments & Case study** (10)	**Group Projects** (20)
Remember			
Understand	10		5
Apply		5	5
Analyze		5	5
Evaluate			5
Create			

End Semester Evaluation (ESE) - 60 Marks

Bloom's Taxonomy Level	**Test Marks**
Remember	10
Understand	10
Apply	10
Analyze	20
Evaluate	10
Create	

SEMESTER-VIII

Semester	HR	Marketing	Finance	Operations	Business Analytics	Total No. of papers	Total credit
VIII (Major)	Human Resource Development (4 credit)	Retail Management (4 credit)	Income Tax and GST (4 credit)	Strategic Operations Management (4 credit)	Python for Business Analytics (4 credit)	2	20
(Minor)	HR Analytics (4 credit)	Bottom of Pyramid (4 credit)	Financial Analytics (4 credit)	Technology & Innovation Management (4 credit)	AI & Machine Learning (4 credit)	Research & Dissertation	
	Research & Dissertation (12 credits)	Research & Dissertation (12 credits)	Research & Dissertation (12 credits)	Research & Dissertation (12 credits)	Research & Dissertation (12 credits)	Research & Dissertation	

Course Name		**HUMAN RESOURCE DEVELOPMENT**
Course Code		**BBA4-HR201**
Course Type		**Disciplinary Major**
Course Credit		**4(3-L, 1-T)**
Semester		**VII**
Objectives		The objectives of this course are to: • equip the students of business management with concepts, processes and practical techniques of human resource development from the perspective of organizational excellence; • design and implementations of training for a global business environment.
Course Outcome (CO)		Upon successful completion of the course the students will be able to: **CO1:** Understand the meaning and importance of leadership in business organizations **CO2:** Apply the theories of leadership and modify their own style of leadership as required **CO3:** Appraise and apply the ethics of doing business when working as a leader **CO4:** Analyse team and can assess the success of teams in different work set-up **CO5:** Analyse the role of team, leadership in business organizations
Pre-requisite		Human Resource Management
Course Outline		**Unit– I** **Evolution & concepts of HRD** Definition, importance, objectives, and evolution of HRD, Relationship between HRM and HRD/Training. HRD functions, Role of an HRD Professional, Challenges to Organizations and to HRD Professionals. A Framework for the HRD Process. Learning and HRD. **Unit - II** **HRD Needs Assessment and Designing HRD Interventions** Strategic/Organizational Analysis, Task Analysis, Person Analysis, Prioritizing HRD Needs. The HRD Process Model Debate. Defining the Objectives of the HRD Intervention, The "Make-Versus-Buy" Decision: Creating or Purchasing HRD Programs, Selecting the Trainer, Selecting Training Methods and Media, Preparing Training Materials and Scheduling an HRD Program. Perception and Attribution: Meaning, factors influencing perception, Attribution theory, errors in attribution, decision making, rationality, and individual differences in decision making.

	Unit - III **Implementing HRD Interventions** Training Delivery Methods, On-The-Job Training (OJT) Methods, Off-The-Job Training (OJT) Methods Some Final Issues Concerning Training Program Implementation, Arranging the Physical Environment and Getting Started. **Unit - IV** **Evaluating HRD Interventions** The Purpose of HRD Evaluation, How Often Are HRD Programs Evaluated? The Evaluation of Training and HRD Programs Prior to Purchase, Models and Frameworks of Evaluation, Kirkpatrick's Evaluation Framework, Other Frameworks or Models of Evaluation, How Technology Impacts HRD Evaluation. **Unit- V** **Career Management and Development** Concepts and Theories. Defining Career Concepts, Stages of Life and Career Development, Models of Career Development, The Process of Career Management, Roles in Career Management, Career Development Practices and Activities, Issues in Career Development, Delivering Effective Career Development Systems.
Pedagogy	• Group Discussion • Presentation • Case Study • Flipped Classroom
Evaluation	• Continuous Internal Evaluation (CIE): 40 marks • End Semester Evaluation (ESE): 60 marks
Suggested Readings	**Text Book** • Werner, J. M., & DeSimone, R. L. (2012). Human resource development. Cengage Learning. **Reference Books** • Bhattacharyya, D.K. (2015), Human Resource Development, Himalaya Publishing House Pvt. Ltd.

Facilitating the Achievement of Course Outcomes (COs)

Sl. No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
CO 1	Learn various concepts, objectives, importance, and functions of Human Resource Development.	Lectures, case discussion	Case Assignments, Written test	2

CO 2	Analyse the HRD need assessment to design an effective HRD intervention.	Student assigned as Lectures	Assignments, Written test	4
CO 3	Apply the knowledge of how to implement different HRD Interventions	Problem solving sessions, case discussion	Quiz, Written test	4
CO 4	Analyse appropriate tools and techniques of measuring the impacts of HRD Interventions.	Lectures, article discussion	Assignments, Written test	5
CO 5	Apply career development activities for sustainability	Problem solving sessions, case discussion	Project, Written test	5

Bloom's Taxonomy: Level 1: Remembering; Level 2: Understanding**;** Level 3: Applying; Level 4: Analysing; Level 5: Evaluating; Level 6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (CO)	**Program Outcomes (POs)**										
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO 1	3	-	-	-	-	-	-	-	1	-	1
CO 2	3	-	-	-	-	3	-	-	1	-	-
CO 3	3	-	1	-	-	1	-	-	1	1	1
CO 4	3	-	1	-	3	-	-	-	1	1	-
CO 5	3	-	-	-	3	-	-	2	1	-	1

Assessment Pattern & Marks Distribution

Continuous Internal Evaluation (CIE)- 40 Marks

Bloom's Category	Quiz (10)	Presentation (10)	Assignments & Project (10)	Case Analysis (10)
Remember				
Understand	10			
Apply		5	5	
Analyze		5	5	5
Evaluate				5
Create				

End Semester Evaluation (ESE)- 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	05
Understand	20
Apply	20
Analyze	10
Evaluate	05
Create	

Course Name		**RETAIL MANAGEMENT**
Course Code		**BBA4-M202**
Course Type		**Disciplinary Major**
Course Credit		**4 (3L, 1T)**
Semester		**VIII**
Course Objective		The objectives of the course are to**:** • describe students the challenges of retail environment in the marketing and business contexts; • familiarize the students with retail theories and retail formats that evolve during retail transformation; • highlight the need for retail store management and its challenges in organized retail sector; and • provide basic concepts, and practices of retail technology in managing modern retail functions

Course Outcome		Upon successful completion of the course students will be able to**:** **CO1**: Define different retail concepts and theories **CO2**: Identify the factors that affect retailing environment **CO3:** Illustrate the retail formats, visual merchandising and retail store operations **CO4:** Analyze retail promotion strategies of competitors and different online and offline retailers **CO5:** Evaluate a retail mix strategy for a store or organization keeping ethical, social and sustainable issues in mind
Pre-requisite		Basic understanding of retail formats
Course Outline		**Unit-I** **Introduction to Retail Management** Definition of Retail Management; Internationalization of Retail; Retail Theories **Unit-II** **Retail Location and Layout** Retail Location Decisions; Location Techniques; Retail Store Classification; Retail Store Layout; Visual Merchandizing **Unit-III** **Merchandise Management** Merchandise Management; Category Management; Merchandise Assortment and Support **Unit-IV** **Retail Promotion** Retail Communication and Promotion; Retail Communication Mix**;** Retail Branding; Private Labels; Positioning of a Retail Brand; Managing Brand Over their Life Cycle; Corporate Branding **Unit-V** **Retail Store Operations** Channel Relationship and Partnership; Distribution Logistics and Stock Control; Computerized Replenishment System; Internet and Direct Distribution System; Application of IT to Retail; Database Marketing; Data Mining and Business Intelligence; E-Tailing; Ethics in Retail; Product Misuse and Safety Issues; Imitation and Counterfeits
Pedagogy		• Presentations • Roleplay • Case Analysis
Evaluation		Continuous Internal Evaluation (CIE): 40 marks End-Semester Evaluation (ESE): 60 marks
Suggested Readings		**Text Books:** • David, G. (second edition, reprint 2018). *Retail Marketing Management*. Pearson Education limited. • Pradhan, S. (2017). *Retailing Management: Text and Cases*. New Delhi: McGrawHill. **Reference Books:** • Bajaj, C., Tuli, R. & Srivastava, N. (2016). *Retail Management*

		(3rd ed) New Delhi: Oxford University Publication. • Berman, B., & Evans, Jr. (2013). *Retail Management- A Strategic Approach* (10th ed.). New Delhi: Pearson Education.

Facilitating the Achievement of Course Outcomes (COs)

Sl. No.	CO	Classroom Activities & Techniques	Assessment Method	Bloom's Taxonomy Level
CO1	Define different retail concepts and theories	Lectures, case discussion	Quiz	2
CO2	Identify the factors that affect retailing environment	Lectures, case discussion	Assignment, Written Exam	2
CO3	Illustrate the retail formats, visual merchandising and retail store operations	Lectures, case discussion	Presentations	3
CO4	Compare retail promotion strategies of competitors and different online and offline retailers	Lectures, case discussion	Quiz	4
CO5	Evaluate a retail mix strategy for a store or organization keeping ethical, social and sustainable issues in mind	Lectures, case discussion	Written Exam	5

Bloom's Taxonomy: Level 1: Remembering; Level 2: Understanding; Level 3: Applying; Level 4: Analyzing**;** Level 5: Evaluating**;** Level 6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes (POs)										
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	3	-	-	-	-	-	-	-	-	-	3
CO 2	3	-	-	-	-	-	-	-	-	-	3
CO 3	-	2	3	-	-	3	-	-	-	-	-
CO 4	-	-	-	-	1	-	-	-	3	-	-
CO 5	-	-	-	-	-	-	-	-	3	1	-

Assessment Pattern & Marks Distribution

Continuous Internal Evaluation (CIE) - 40 Marks

Bloom's Category	**Quiz 1** (10)	**Quiz 2** (15)	**Assignments & Presentation** (15)
Remember			
Understand	5		
Apply	5	5	5
Analyze		5	5
Evaluate		5	5
Create			

End Semester End Examination (ESE) - 60 Marks

Bloom's Taxonomy Level	**Test Marks**
Remember	
Understand	10
Apply	20
Analyze	20
Evaluate	10
Create	

Course Name		**INCOME TAX & GST**
Course Type		**Disciplinary Major**
Course Code		**BBA4-F202**
Course Credit		**4 (3 L + 1 T)**
Semester		**VIII**
Objectives		The objectives of the course are to: • enable students to understand the general objectives of taxation and know the difference between tax planning and tax avoidance. To help the students to prepare tax computations (direct and indirect) • provide tax advice to individuals and companies in different scenarios. To familiarize the students with how individuals and businesses comply with various provisions of tax.

Course Outcomes(COs)	The outcomes of this course are to: **CO-1:** Understand the meaning of tax and classify the types of taxes; recognize the previous year and assessment year for the purpose of computing income chargeable to tax under the Income Tax Act, 1961. **CO-2:** Apply the Income Tax Act 1961 in computing the taxable income, under the five heads of income: salary, house property, business and profession, capital gains, Income from other sources **CO-3:** Analyse the Tax Liability of Individual Assesse including the filing of Returns **CO4:** Evaluate Goods and Service Tax and its Implications.
Pre-Requisite	Basic knowledge of Accounting and Finance.
Course Outline	**Unit I** Income tax law - An overview, the definition of important terms like agricultural Income, the concept of income, assesse, previous year, assessment year, company, resident & tax liability, charge of Income, head of income, Exemptions. **Unit II** Heads of income, income from head salary, house property, income from head business and profession, income from head capital gains and income from other sources. **Unit III** Deduction under chapter VI-A, tax deduction at source (TDS), computation of Gross Total Income and tax liability of individuals. **Unit IV** Set Up and Carry forward, Clubbing of Income, Integration of Agricultural and Non-Agricultural Income. **Unit V** Introduction to Indirect taxes; Goods and Service Tax
Pedagogy	• Group Discussion • Presentation • Case Study Analysis
Evaluation	▪ Continuous Internal Evaluation (CIE)- 40 marks ▪ End-Semester Evaluation (ESE): 60 marks
Reference	**Text Books** ▪ Singhania,V.K.,& Singhania, M.,(2023), Students' Guide to Income Tax including GST (60 th edition), Taxmann Publications. ▪ ▪ Ahuja, Gupta Girish, et al. (2023)., Practical Approach to Direct & Indirect taxes: Containing Income Tax and GST, Bharat Law House Publications.

		Other Readings ▪ Gaur, V.P et al., (2023), Income Tax Law & Practice, Kalyani Publishers. ▪ Mehrotra, H. C & Goyal, S. P (2023), Income Tax Law & Practice, Sahitya Bhawan Publications.

Facilitating the Achievement of Course Outcomes (COs)

Unit No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Blooms Taxonomy Level
CO1	Understand the meaning of tax and classify the types of taxes	Lectures, case discussion	Quiz, Assignments, Written-test	2
CO2	Apply the Income Tax Act 1961 in computing the taxable income	Lectures, problem solving, laboratory sessions	Hands-on test, Quiz, Assignments, Written-test	3
CO3	Analyze the Tax Liability of Individual Assessee including the filing of Returns	Problem discussion, case discussion	Quiz, Assignments, Written-test	2, 3
CO4	Evaluate Goods and Service Tax and its Implications.	Problem discussion, case discussion	Quiz, Assignments, Written-test	4

Bloom's Taxonomy: Level 1: Remembering**;** Level 2: Understanding**;** Level 3: Applying**;** Level 4: Analysing**;** Level 5: Evaluating**;** Level 6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

	Programme Outcomes (POs)										
Course Outcomes (COs)	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	2	-	2	2	-	-	-	2	2	2	-
CO 2	2	3	3	2	3	3	1	2	3	2	3
CO 3	2	3	-	3	4	4	3	-	3	2	-
CO 4	3	3	3	2	3	-	3	-	3	2	2

Assessment Pattern & Marks Distribution

Continuous Internal Evaluation (CIE)- 40 Marks

Bloom's Category	**Presentation** (5)	**Writing Assignments** (15)	**Lab** (30)
Remember			
Understand			5
Apply	5	5	5
Analyze		5	5
Evaluate		5	5
Create			

End Semester Evaluation (ESE)- 60 Marks

Bloom's Taxonomy Level	**Test Marks**
Remember	
Understand	10
Apply	15
Analyze	15
Evaluate	10
Create	

Course Name		**STRATEGIC OPERATIONS MANAGEMENT**
Course Type		**Disciplinary Major**
Code		**BBA4-O202**
Credit		**4 (3 Lecture + 1 Tutorial)**
Semester		**VIII**
Objectives		The objectives of the course are to: • conceptualize and integrate decisions to the activities & processes of Operation Strategy; • develop the ability to apply operation strategy to a variety of organisations and business; • build competency to introduce concepts and principles of Operation Management into the organisational mission;

	• develop the ability and agility to implement world class manufacturing & technological changes in a competitive market and respond to the competitive business environment.
Course Outcome	After undergoing the course, a student will be able: **CO1:**To analyse and develop a bird's eye view of utilising organisational resources through continuous improvement of business parameters – OTD, Quality & Cost. **CO2:**To evaluate and apply appropriate operation strategy to reconcile with market requirements. **CO3:**To analyse and implement global supply chain management system with latest technology. **CO4:**To evaluate, monitor and control operation strategy as part of organisational strategy & mission
Pre-Requisite	Operation Management, Quality System Management, Supply Chain Management, CRMS, Analytical techniques, Accounting & Finance
Course Outline	**Unit I** **Introduction to Operation Strategy** Operational Excellence & relation to Operation strategy. Operation Management & Operation Strategy, Content & Process of Operation Strategy, Performance Objectives. **Unit II** **Corporate Strategy** Long term & Short term plans, Mission & Integrated Corporate Strategy, Establishing competitiveness through Marketing, Operation, sustainable Practices and Financial Goals, Porter's Five Force analysis, SWOT. **Unit III** **Operation Strategy**: Developing business plan with marketing and finance, Demand Analysis, Product and Process & Capacity Decision, Technology decisions. **Unit IV** **Quality Management:** Customer Satisfaction Level, Conformity to design parameters, Quality system, Process Control Parameters, Global Benchmarking. **Module V** **Monitoring & Improvement strategy** Feedback structure, Reporting Process, Analysis and Variation Process, Organisational Structure for gap Analysis, Process of corrective action, changes and improvement.
Pedagogy	Classroom discussion, Presentations & Case study
Evaluation	Continuous Internal Evaluation (CIE): 40 marks End-Semester Evaluation (ESE: 60 marks

Reference		**Text Books:** • G. C. Rao, (2023), Operations Management and Strategic Management, Commercial Law Publishers (India) Pvt. Ltd. • Nigel Slack, Michael Lewis (2019). Operations Strategy, Pearson **Reference Books** • Sharma, Mohita Gangwar, Slack Nigel, Lewis Michael (2018). Operation Strategy (1st. Edition) Pearson. • Hill, Terry and Alex Hill (2017) Operations Strategy: Design, Implementation and Delivery, (Kindle Edition), Amazon **Study Material** Journal articles, specific book chapters, consultant reports will be shared from time to time.

Facilitating the Achievement of Course Outcomes (COs)

Sl. No.	CO	Assessment Method	Bloom's Taxonomy Level
CO1	To analyse and develop a bird's eye view of utilising organisational resources through continuous improvement of business parameters – OTD, Quality & Cost.	Test & Quiz	2 & 3
CO2	To evaluate and apply appropriate operation strategy to reconcile with market requirements.	Small Group Presentation	3 & 4
CO3	To analyse and implement global supply chain management system with latest technology	Analytical Presentations	3, 4 & 5
CO4	To evaluate, monitor and control operation strategy as part of organisational strategy & mission.	Case presentation & Reports	5 & 6

Bloom's Taxonomy: Level 1: Remembering**;** Level 2: Understanding**;** Level 3: Applying**;** Level 4: Analysing**;** Level 5: Evaluating**;** Level 6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes (POs)										
	PO 1	**PO 2**	**PO 3**	**PO4**	**PO 5**	**PO6**	**PO 7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	1	2	1	-	1	-	-	-	3	-	1
CO 2	-	3	-	3	2	1	2	1	1	2	2

CO 3	-	3	-	2	2	1	3	1	1	2	2
CO 4	-	3	1	3	2	1	3	3	-	2	3

Assessment Pattern & Marks Distribution

Continuous Internal Evaluation (CIE)- 40 Marks

Bloom's Category	**Quiz** (5)	**Assignments & Presentation** (10)	**Case Analysis** (15)
Remember			
Understand			
Apply	5	5	
Analyze		5	5
Evaluate			10
Create			

End Semester Evaluation (ESE)- 60 Marks

Bloom's Taxonomy Level	**Test Marks**
Remember	5
Understand	10
Apply	10
Analyze	15
Evaluate	15
Create	5

Course Name	**PYTHON FOR BUSINESS ANALYTICS**
Course Code	**BBA4-B201**
Course Type	**Disciplinary Major**
Course Credit	**4 (3-L + 1-T)**
Semester	**VIII**
Objectives	The objectives of this course are: • to impart knowledge on use of text mining techniques for deriving business intelligence • to achieve organizational goals through different data analytics tools. • to learn Python based software platform to build, assess, and compare models based on real datasets and cases with an easy-to-follow learning curve.

Course Outcomes (COs)	Upon successful completion of the course the learner will be able to: **CO1:** Understand python for data analytics **CO2:** Understand data types of Python Packages and NumPy **CO3:** Apply and analyse data with pandas **CO4:** Apply descriptive analysis using python library **CO5:** Analyse and evaluate model for prediction using python library
Pre-Requisite	Basic understanding in Statistics
Course Outline	**Unit I** **Introduction to Python and Analytics** Introduction to Programming and Business Analytics; Coding Style and Jupyter Notebook; Objects; Variables and Assignment Statements; Data Types and Data Type Conversion **Unit II** **Python Control Flows, Strings and Working with Built-in Compound Data Types** Conditional Statements; Iterations and Loops; Strings; Lists; Tuples; Dictionaries; Functions; Modules; and Packages; NumPy **Unit III** **Data Manipulation and Analysis with Pandas** Datasets and Types of Variables; Constructing; Indexing; and Slicing a Pandas; Data Frame; Accessing Columns and Rows in a Pandas; Data Frame; Working with Subsets; Filtering Data **Unit IV** **Descriptive Analytics with Numerical Summary** Numerical Summaries; Data Manipulation Using Pandas; Data Visualisation Using Packages **Descriptive Analytics with Data Visualisation** Visualisation Techniques; Relationship between Variables;Time Trends **Unit V** **Foundation of Predictive Analytics** Probability Calculations Using SciPy; Decision Analysis; Predictive Analytics Process; Problem Understanding and Data Preparation; Practical Project
Pedagogy	• Presentations • Problem Solving • Case Analysis
Evaluation	• Continuous Internal Evaluation (CIE): 40 marks • End-Semester Evaluation (ESE): 60 marks
References	**Text Books** • Kumar, A. (2016). *Learning Predictive Analytics with Python,* Packt Publications. • McKinney, W. (2017). *Python for Data Analysis: Data Wrangling with Pandas, NumPy, and IPython*.

		• Sarkar D. (2016). *Text Analytics with Python: A Practical Real-World Approach to Gaining Actionable Insights from Your Data*

Facilitating the Achievement of Course Outcomes

Unit No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Blooms Taxonomy Level
CO1	Understand the basic of computers and software	Lectures, case discussion	Quiz, Assignments, Written-test	2
CO2	Apply Information and Communication Technology skills	Lectures, problem solving, laboratory sessions	Hands-on test, Quiz, Assignments, Written-test	3
CO3	Understand Data Communication and Computer Networks	Problem discussion, case discussion	Quiz, Assignments, Written-test	2
CO4	Apply computer knowledge for E commerce	Case discussion	Hands-on test, Assignments, Quiz, Written-test	3, 4
CO5	Analyze data using software	Lectures, case discussion with software, laboratory sessions	Quiz, Assignments, Written-test	3, 4

Bloom's Taxonomy:Level 1: Remembering; Level 2: Understanding; Level 3: Applying
Level 4: Analysing; Level 5: Evaluating; Level 6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

	Programme Outcomes (POs)										
Course Outcomes (COs)	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	2	-	2	2	-	-	-	2	2	2	-
CO 2	2	3	3	2	3	3	1	2	3	2	3
CO 3	2	3	-	3	4	4	3	-	3	2	-
CO 4	3	3	3	2	3	-	3	-	3	2	2
CO5	2	3	3	3	-	-	3	-	3	-	-
Total	5	4	4	5	3	2	3	2	5	4	2

Assessment Pattern and Marks Distribution

Continuous Internal Evaluation (CIE) - 40 Marks			
Bloom's Category	**Presentation (5)**	**Assignment (15)**	**Lab Test (20)**
Remember			
Understand			5
Apply		5	5
Analyze	5	5	5
Evaluate		5	5
Create			

End Semester Evaluation (ESE) - 60 Marks	
Bloom's Taxonomy Level	**Test Mark**
Remember	
Understand	15
Apply	15
Analyze	15
Evaluate	15
Create	

Course Name		**HR ANALYTICS**
Course Code		**BBA4-HR202**
Course Type		**Interdisciplinary Minor**
Course Credit		**4(3-L, 1-T)**
Semester		**VIII**
Objectives		The objectives of this course are: • to introduces students to the concept of HRM and HR Analytics and sensitizes them to its rapid uptake in organizations intending to improve employee performance; • to explains the usage of people-data in analytical processes that helps to solve business problems; • to provide insights regarding the process of gathering HR data and the application of analytic processes in the domain of human resources; • to integrate into various HR processes such as recruitment, performance management, leadership development, job design, compensation, and retention; and • to take data-driven decisions will help HR professionals to acquire more efficiency resulting in higher productivity and improved organizational performance.
Course Outcome (CO)		Upon successful completion of the course the students will be able to: **CO1:** Understand various functions of HRM

	CO2: Appreciate how HR analytics demonstrate basic methods analysing data to interpret and support HR decisions **CO3:** Apply internal and external human resource metrics and their key indicators **CO4:** Analyse how data can be analysed to make decisions on people-related issues in an organization **CO5:** Analyse relevance of Human Capital metrics to the strategic business goals and how to implement those successfully
Pre-requisite	Human Resource Management and fundamental of statistics
Course Outline	**Unit– I** **Introduction to HR Analytics** Concepts of HRM, Introduction to HR Analytics, Evolution of HR Analytics, HR Information systems and data sources, HR Metric and HR Analytics, Evolution of HR Analytics; HR Metrics and HR Analytics; Intuition versus analytical thinking; HRMS/HRIS and Data Sources. **Unit - II** **HR Systems and Data-Based Decision Making** Integration of the systems with better data collection methods, analysis tools, and effective reporting workflow to make data-driven business decisions. With easy data accessibility on the latest information related to various sub-systems like time and attendance, manpower planning schedules, payroll reports, performance metrics, and other HR data, Linking the data insights to develop data-driven HR organizations, best practices across HR Analytics life cycle. **Unit - III** **Understanding the Cost of HR Initiatives:** Satisfaction, Commitment, and Engagement as Job Outcomes, The Logic Connecting Employee Attitudes, Behaviours, and Financial Outcomes, The Logic of Employee Turnover: Separations, Acquisitions, Cost, and Inventory, Voluntary Versus Involuntary Turnover, Functional Versus Dysfunctional Turnover. **Unit - IV** **Acquisition and Performance Analytics** Recruitment and Selection Analytics: Evaluating the Reliability and validity of selection models, finding out selection bias, Predicting the performance and turnover, Performance Analysis: Predicting employee performance, Training requirements, evaluating training and development, Optimizing selection and promotion decisions. **Unit- V** **Measuring Results in HR** Use of Metrics to measure results in HR – Process vs. Outcome, Efficiency vs. Effectiveness, and Lead vs. Lag. Learn to apply the analytics maturity model to plan HR interventions in organizations..
Pedagogy	• Group Discussion • Presentation • Lab-based Activities • Case Study

Evaluation	• Continuous Internal Evaluation-40 marks (Writing Assignments, Quiz, Presentation, Case Study) • Lab –20 marks • End Semester-40 marks of minimum 2hrs duration
Suggested Readings	**Text Books** • Robbins, S. P., Judge, T. A., & Vohra, N. (2017). Organizational Edwards, M.R., & Edwards, K. (2019). Predictive HR analytics: Mastering the HR metric. Kogan Page Publishers. • Fitz-Enz, J., & John Mattox, I.I. (2014). Predictive analytics for human resources. John Wiley & Sons.Cengage.

Facilitating the Achievement of Course Outcomes (COs)

Sl. No.	Course Outcomes (CO)	Teaching and Learning Activity	Assessment Method	Bloom's Taxonomy Level
CO 1	Define the basic concepts of performance management.	Lecture, discussion through case lets and cases	Small group exercises, Question and answer	2
CO 2	Understand various techniques of employees' performance.	Classroom discussion and group presentation, situation based problem solving.	Case analysis and Group Presentation	3
CO 3	Apply different issues of employees' compensation.	Case analysis and role play activity	Case analysis and Video making	3
CO 4	Analyze the latest trends of compensation management.	Lecture, discussion, case studies, presentation	Assignment and situational activity	3
CO 5	Apply the wage theories while designing compensation of employees.	Case studies and discussion	Project Presentation and question answer	4

Bloom's Taxonomy: Level 1: Remembering; Level 2: Understanding**;** Level 3: Applying; Level 4: Analysing; Level 5: Evaluating; Level 6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (CO)	Programme Outcomes (POs)										
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO 1	3	-	-	-	-	-	-	-	1	-	1
CO 2	3	-	-	-	-	3	-	-	1	-	-
CO 3	3	-	-	-	-	-	-	-	1	-	1
CO 4	3	-	1	-	3	-	-	-	1	1	-
CO 5	3	-	1	-	3	1	-	2	1	1	1

Assessment Pattern & Marks Distribution

Continuous Internal Evaluation (CIE) & Lab – 40+2-= 60 Marks

Bloom's Category	Quiz (10)	Presentation (10)	Assignments & Project (10)	Case Analysis (10)
Remember				
Understand	10			
Apply		05	05	10
Analyze		05	10	05
Evaluate				
Create				

End Semester Evaluation (ESE)- 40 Marks

Bloom's Taxonomy Level	Test Marks
Remember	
Understand	10
Apply	15
Analyze	10
Evaluate	05
Create	

Course Name		**BOTTOM OF THE PYRAMID (BOP) MARKETING**
Course Code		**BBA4-M201**
Course Type		**Interdisciplinary Minor**
Course credit		**4 (3L, 1T)**
Semester		**VIII**
Objectives		The objectives of the course are: • to familiarize students with a conceptual understanding of BOP Market; and • to prepare students to emerge with cutting-edge knowledge and skill to create and handle the BOP Market
Course Outcomes(COs)		Upon successful completion of the course students will be able to**:** **CO1:** Develop a deeper level of understanding of BOP markets among the course participants **CO2**: Identify challenges and opportunities in the BOP market **CO3:** Apply knowledge of psychology of consumption on BOP **CO4**: Analyze the market potential at BOP **CO5**: Evaluate an eco-system of profit-with purpose
Pre requisite		Basic concepts of Marketing and Consumer behavior
Course Outline		**Unit-I** **Market and marketing at BOP: Where we are and what we know** Evolving and Expanding Marketing to Address Challenges and Opportunities in BOP Markets; Serving the World's Poor Profitably; Perils and Problems of the BOP**:** Fortune at the BOP; Ethical Concerns at the BOP **Unit-II** **Marketing models at Bottom of the Pyramid** Markets and Marketing at the BOP; Social Vs Commercial Marketing; Creating Shared Value; Profitable Business Models And Market Creation at BOP **Unit-III** **Consumer behavior at the bottom of the Pyramid Market** Economic Lives at the BOP; Consumer Culture and the Culture of Poverty; The Psychology of Consumption in Poverty; Marketing Factors Influencing the BOP **Unit-IV** **Innovation at the BOP market** Strategic Innovation at the BOP; Driving Innovation from the BOP; Reverse Innovation, Emerging Markets, and Global Strategy **Unit-V** **Marketing strategy at the Bottom of the Pyramid Market: Lesson from marketers** Competition at BOP; Marketing Process in BOP Markets; Reinventing Strategies at BOP

Pedagogy		• Presentations • Roleplay • Case Analysis
Evaluation		Continuous Internal Evaluation (CIE): 40 marks End-Semester Evaluation (ESE): 60 marks
Suggested Readings		**Text Books:** • Prahalad, C. K. (2005). *Fortune at The Bottom of The Pyramid-Eradicating Poverty Through Profits*. Pearson Education, Inc. • Singh, R. (2018). *Bottom of the pyramid marketing : making, shaping and developing BOP markets*. Emerald Publishing. https://books.emeraldinsight.com/page/detail/Bottom-of-the-Pyramid-Marketing/?k=9781787145566 **Reference Books:** • Malodia, S., Gupta, S., & Jaiswal, A. K. (2019). Reverse innovation: a conceptual framework. *Journal of the Academy of Marketing Science*, *48*, 1009–1029. https://doi.org/10.1007/s11747-019-00703-4 • Mason, K., Chakrabarti, R., & Singh, R. (2017). Markets and marketing at the Bottom of the pyramid. *Marketing Theory*, *17*(3), 261–270. https://doi.org/10.1177/1470593117702286 • Sharma, G., & Jaiswal, A. K. (2018). Unsustainability of Sustainability: Cognitive Frames and Tensions in Bottom of the Pyramid Projects. *Journal of Business Ethics*, *148*, 291–307. https://doi.org/10.1007/s10551-017-3584-5

Facilitating the Achievement of Course Outcomes (COs)

Sl. No.	CO	Classroom Activities & Techniques	Assessment Method	Bloom's Taxonomy Level
CO1	Develop a deeper level of understanding of BOP markets among the course participants	Lectures, case discussion	Quiz	2
CO2	Identify challenges and opportunities in the BOP market	Lectures, case discussion	Assignment, Written Exam	2
CO3	Apply knowledge of psychology of consumption on BOP	Lectures, case discussion	Presentations	3
CO4	Analyze the market potential at BOP	Lectures, case discussion	Quiz	4
CO5	Evaluate an eco-system of profit-with purpose	Lectures, case discussion	Written Exam	5

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

Course Outcomes (COs)	Programme Outcomes (POs)										
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	3	-	-	-	-	-	-	-	-	-	3
CO 2	3	-	-	-	-	-	-	-	-	-	3
CO 3	-	2	3	-	-	3	-	-	-	-	-
CO 4	-	1	-	-	1	1	1	-	3	-	-
CO 5	-	-	-	-	-	-	3	-	3	1	-

Assessment Pattern & Marks Distribution
Continuous Internal Evaluation (CIE) - 40 Marks

Bloom's Category	**Quiz 1** (10)	**Quiz 2** (15)	**Assignments & Presentation** (15)
Remember			
Understand	5		
Apply	5	5	5
Analyze		5	5
Evaluate		5	5
Create			

End Semester Evaluation (ESE) - 60 Marks

Bloom's Taxonomy Level	**Test Marks**
Remember	
Understand	10
Apply	20
Analyze	20
Evaluate	10
Create	

Course Name		**FINANCIAL ANALYTICS**
Course Type		**Interdisciplinary Minor**
Course Code		**BBA4-F201**
Course Credit		**4 (3 L + 1 T)**
Semester		**VIII**
Objectives		The objectives of the course are to: • develop an in-depth understanding of the major areas in Financial Analytics, including time series, portfolio optimization, asset pricing model, fixed income securities, financial derivatives, and credit risk management • understand the types of financial data and its handling procedure. • evaluate the fundamental role of R/Python in analyzing financial data. • evaluate business and regulatory implications of the finance industry. • analyze financial data of the business using different tools.
Course Outcomes (COs)		After undergoing the course, a student will be able to: **CO-1:**Understand the application of quantitative methods of financial analysis in a business using R **CO-2:**Apply different financial modelling into investment proposal **CO-3:** Analyse the financial data using different financial models including Capital Budgeting. **CO4:** Evaluate different investment alternatives through analytical modelling
Pre-Requisite		Basics of Finance and Programming
Course Outline		**Unit I** **Introduction to Time Series Analysis** Introduction to Business Analytics in Finance and overview, Types of financial data, introduction to R/Python for handling financial data. Working with time series data, Modeling and forecasting, Co-integration, Modeling volatility. Volatility forecasting. **Unit II** **Portfolio Optimization** Introduction to Portfolio Optimization, Mean-Variance model, Tangency portfolio and Capital Market Line, Noise in the covariance matrix. Exercise with real data

		Unit III **Asset Pricing Models** Introduction to Capital Asset Pricing Model, Arbitrage Pricing Theory, Beta estimation, Beta estimation from linear regression, Model Testing, Data collection, Modelling the SCL, Testing the explanatory power of the individual variance. **Unit IV** **Fixed Income Securities** Measuring market risk of FIS, Immunization of fixed income portfolios, Pricing a convertible bond, The term structure of interest rate, the estimation problem, Estimation of the term structure by linear regression, Cubic spline regression. **Unit V** **Derivatives Pricing and Credit Risk Management** The Black-Scholes model, The Cox-Ross-Rubinstein model, Connection between the two models, Greeks, Implied volatility. Credit default models, Correlated defaults, migration matrices
Pedagogy		Classroom discussion, Presentations & Case study
Evaluation		▪ Continuous Internal Evaluation (CIE)- 40 marks ▪ End-Semester Evaluation (ESE): 60 marks
References		**Text Books:** • George Daroczi , Michael Puhle , MartonMichaletzsky ,ZsoltTulassay, Kata Varadi and Agnes VidovicsDancs, Introduction to R for Quantitative Finance, Packt Publishing 2013. • Basic econometrics by Gujarati **Reference Books** • Introductory econometrics for Finance by Chris Brooks 2nd Ed. • Stattstcial analysis for Financial data in R by Dr. Marcel Dettling –Springer Publications

Facilitating the Achievement of Course Outcomes (COs)

Unit No.	Course Outcomes (CO)	Teaching and Learn Activity	Assessment Method	Blooms Taxonomy Level
CO1	Understand the application of quantitative methods of financial analysis in a business using R	Lectures, case discussion	Quiz, Assignments, Written-test	2
CO2	Apply different financial modelling into investment proposal	Lectures, problem solving, laboratory sessions	Hands-on test, Quiz, Assignments, Written-test	3

CO3	Analyse the financial data using different financial models including Capital Budgeting	Problem discussion, case discussion	Quiz, Assignments, Written-test	2, 3
CO4	Evaluate different investment alternatives through analytical modelling	Problem discussion, case discussion	Quiz, Assignments, Written-test	4

Bloom's Taxonomy: Level 1: Remembering**;** Level 2: Understanding**;** Level 3: Applying**;**Level 4: Analysing**;** Level 5: Evaluating**;** Level 6: Creating

Mapping of the Course Outcomes(COs) to the Programme Outcomes (POs)

	Programme Outcomes (POs)										
Course Outcomes (COs)	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	2	-	2	2	-	-	-	2	2	2	-
CO 2	2	3	3	2	3	3	1	2	3	2	3
CO 3	2	3	-	3	4	4	3	-	3	2	-
CO 4	3	3	3	2	3	-	3	-	3	2	2

Assessment Pattern & Marks Distribution

Continuous Internal Evaluation (CIE)- 40 Marks

Bloom's Category	**Presentation** (5)	**Writing Assignments** (10)	**Lab** (30)	**Attendance & Class Participation (5)**
Remember				
Understand			5	
Apply	5	5	5	
Analyze		5	10	
Evaluate			10	
Create				

End Semester Evaluation (ESE)- 40 Marks

Bloom's Taxonomy Level	Test Marks
Remember	
Understand	10
Apply	15
Analyze	15
Evaluate	10
Create	

Course Name		**TECHNOLOGY AND INNOVATION MANAGEMENT**
Course Code		**BBA4-O201**
Course Type		**Interdisciplinary Minor**
Course Credit		**4 (3-L, 1-T)**
Semester		**VIII**
Objectives		The objectives of this course are: • to enable student, understand the importance of Technology Management; • to help students to understand the various aspects of technological innovation and subsequent diffusion; and • to analyses the Technology Management scenario in India
Course Outcomes (CO)		By the end of the course, the students will be able to: **CO1**: Understand the strategic importance of technology for any business **CO2**: Analyze the strategic implication of technology **CO3:** Evaluate the organizational and financial implications of technology **CO4:** Evaluate the social and human aspects of technology
Pre-requisite		Operation Management, People Management, Excel and MIS.
Course Outline		**Unit - I** **Introduction** Evolution of Technology; Effects of New Technology; Technology Innovation; Invention-Innovation-Diffusion; Revolutionary and Evolutionary Innovation; Product and Process Innovation; Technology Indicators

		Unit - II **Strategic Implications of Technology, Assessment & Forecasting** Technology-Strategy Alliance; Convergent and Divergent Cycle; Balanced Approach; Technology Choice; Technological Leadership and Followership; Technology Acquisition; Technological Forecasting **Unit - III** **Organizational Implications of Technology** Relationship between Technical Structure and Organizational Infrastructure; Flexible Manufacturing Management System (FMMS) **Unit - IV** **Financial Aspects in Technology Management** Improving Traditional Cost Management System; Barriers to the Evaluation of New Technology **Unit - V** **Social & Human Aspects in Technology Management** Technological Change and Industrial Relations; Technology Assessment and Environmental Impact Analysis; Integration of People and Technology; Organizational and Psychological Factors; Organizational Outcome
Pedagogy		• Lectures • Case Analysis
Evaluation		• Continuous Internal Evaluation (CIE): 40 marks • End Semester Evaluations (ESE): 60 marks
Suggested Readings	**o**	**Text Books** • Betz, F. (2016). Strategic Technology Management, McGraw Hill. • Terek, K. (2016). *Management of Technology*, McGraw Hill. **Other Readings** • Rastogi, P.N. (2016). *Management of Technology and Innovation*. PHI.

Facilitating the Achievement of Course Outcomes (COs)

Sl. No	CO	Classroom Activities & Techniques	Assessment Method	Bloom's Taxonomy Level
CO1	Understand the strategic importance of technology for any business.	Lectures, Case analysis	Quiz, End Term	2

CO 2	Analyze the strategic implication of technology	Lectures, Case analysis	Field Project, End Term	4
CO 3	Evaluate the organizational and financial implications of technology	Lectures, Case analysis	Assignment, End Exam	5
CO 4	Evaluate the social and human aspects of technology	Lectures, Case analysis	Assignment, End Exam	

Bloom's Taxonomy: Level 1: Remembering, Level 2: Understanding, Level 3: Applying, Level 4: Analysing, Level 5: Evaluating, Level 6: Creating

Mapping of the Course Outcomes to the Programme Outcomes (POs)

Course Outcomes (CO)	**Programme Outcomes (POs)**										
	PO 1	**PO 2**	**PO 3**	**PO4**	**PO 5**	**PO6**	**PO 7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	2	3	1	-	1	1	2	3	2	1	3
CO 2	2	3	1	-	1	1	2	3	2	1	3
CO 3	2	3	1	-	1	1	2	3	2	1	3
CO 4	2	3	1	-	1	1	2	3	2	1	3

Assessment Pattern & Marks Distribution

Continuous Internal Evaluation (CIE)- 40 Marks

Bloom's Category	**Quiz** (10)	**Writing Assignments** (10)	**Field Project** (20)
Remember			
Understand	10		
Apply		10	
Analyze		10	
Evaluate			10

End Semester Evaluation (ESE)- 60 Marks

Bloom's Taxonomy Level	Test Marks
Remember	
Understand	20
Apply	
Analyze	20
Evaluate	20

Course Name	**AI & MACHINE LEARNING**
Course Code	**BBA4-B202**
Course Type	**Interdisciplinary Minor**
Course Credit	**4 (3 L + 1 T)**
Semester	**VIII**
Objectives	The objectives of this course are: • to learn the basic concepts of AI principles and approaches. • to develop the basic understanding of the building blocks of AI. • to let the students understand the basic concepts of machine learning. • to make students aware about computational problem
Course Outcome	Upon successful completion of the course the Learner will be able to: **CO1:** Understand concepts of AI and its functioning **CO2:** Apply AI in real world problems **CO3:** Analyze using heuristics search techniques **CO4:** Analyze and evaluate using supervised learning **CO5:** Analyze and evaluate using un supervised learning
Pre-Requisite	Basic Mathematical and Statistical concepts
Course Outline	**Unit I** **Introduction to AI** Introduction to Artificial Intelligence; Background and Applications; Turing Test and Rational Agent approaches to AI; Introduction to Intelligent Agents; Their Structure; Behavior and Environment. **Unit II** **Application of AI** Problem Solving and Searching Techniques; Problem Characteristics; Production Systems; Control Strategies; Breadth First Search; Depth First Search; Hill Climbing and its Variations.

	Unit III **Heuristics and Search Technique** Heuristics Search Techniques; Best First Search; A* algorithm; Constraint Satisfaction Problem; Introduction to Game Playing; Min-Max and Alpha-Beta Pruning Algorithms. **Unit IV** **Machine Learning** Introduction: Introduction to Machine Learning System; Machine Learning Basic Definitions; Types of Learning; Examples of Machine Learning Applications; Learning Associations; Classification; Regression; Hypothesis Space and Inductive Bias; Evaluation. Supervised Learning Setup (Training, Testing); Minimum Distance Classifier; k-nearest Neighbour Classifier; Density Estimation; Linear Regression; Logistic regression; Perceptrons (single layer / multi-layer); Model Selection; Dimensionality Reduction; and Feature Selection. **Unit V** **Supervised Learning** Clustering; Similarity Measures; K-means Algorithm; Hierarchical clustering; Density Based Clustering; Anomaly Detection; Cluster Validation Expectation Maximization; Mixture of Gaussians; Factor Analysis; PCA (Principal Components Analysis); ICA (Independent Components Analysis).
Pedagogy	• Presentations • Problem Solving • Case Analysis
Evaluation	• Continuous Internal Evaluation (CIE): 40 marks • End-Semester Evaluation (ESE): 60 marks
References	**Text Books** • Knight, K. and Rich, E. (2017). Artificial Intelligence (3rd ed.), TMH. • Russell, S. and Norvig, P. (2020). *Artificial Intelligence a Modern Approach* (4th ed.), Pearson. • Mitchell, T. (2017). Machine Learning, McGraw- Hill. • Alpaydin, E. (2020). Introduction to machine learning. MIT press. • Devi, K. G., Rath, M., & Linh, N. T. D. (Eds.). (2020). *Artificial Intelligence Trends for Data Analytics Using Machine Learning and Deep Learning Approaches*. CRC Press.

Facilitating the Achievement of Course Outcomes				
Unit No.	**Course Outcomes (CO)**	**Teaching and Learn Activity**	**Assessment Method**	**Blooms Taxonomy Level**
CO1	Understand the basic of computers and software	Lectures, case discussion	Quiz, Assignments, Written-test	2
CO2	Apply Information and Communication Technology skills	Lectures, problem solving, laboratory sessions	Hands-on test, Quiz, Assignments, Written-test	3
CO3	Understand Data Communication and Computer Networks	Problem discussion, case discussion	Quiz, Assignments, Written-test	2
CO4	Apply computer knowledge for E commerce	Case discussion	Hands-on test, Assignments, Quiz, Written-test	3, 4
CO5	Analyze data using software	Lectures, case discussion with software, laboratory sessions	Quiz, Assignments, Written-test	3, 4

Bloom's Taxonomy:Level 1: Remembering; Level 2: Understanding; Level 3: Applying
Level 4: Analysing; Level 5: Evaluating; Level 6: Creating

Mapping of the Course Outcomes (COs) to the Programme Outcomes (POs)

	Programme Outcomes (POs)										
Course Outcomes (COs)	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO 1	2	-	2	2	-	-	-	2	2	2	-
CO 2	2	3	3	2	3	3	1	2	3	2	3
CO 3	2	3	-	3	4	4	3	-	3	2	-
CO 4	3	3	3	2	3	-	3	-	3	2	2
CO5	2	3	3	3	-	-	3	-	3	-	-
Total	5	4	4	5	3	2	3	2	5	4	2

Assessment Pattern and Marks Distribution

Continuous Internal Evaluation (CIE) - 40 Marks			
Bloom's Category	**Presentation (5)**	**Assignment (15)**	**Lab Test (20)**
Remember			
Understand			5
Apply		5	5
Analyze	5	5	5
Evaluate		5	5
Create			

End Semester Evaluation (ESE) - 60 Marks	
Bloom's Taxonomy Level	**Test Mark**
Remember	
Understand	15
Apply	15
Analyze	15
Evaluate	15
Create	

17.2 RESEARCH & DISSERTATION

Students choosing a 4-Year Bachelor's degree (Honours/Honours with Research) are going to undertake research projects under the guidance of a faculty member. These students are expected to complete the Research Project in the eighth semester and submit a dissertation.

1. **PART-III**

18.Examination:

a. **Paper setting norms:** Paper setting norms shall be adopted as per the provisions made in the "Examination Policy & Procedure." The proportion of Continuous Internal Evaluation (CIE) & End Semester Evaluation (ESE) for UG program shall be 4**0: 60**

b. **Continuous Internal Evaluation (CIE)**: Continuous internal evaluation shall comprise a minimum of **3 components**.

The concerned faculty can choose the components from a basket of components viz. Assignments, Quiz, Presentations, Short-Term Projects, Class Test, Case Studies, and Group Discussions.

c. **End Semester Evaluation (ESE):** End semester evaluation will be held preferably on consecutive days. There will be one sitting per day. The duration of the examination will be 3 hours for 60 marks. The question pattern shall comprise of three sections viz. Section A, B, and C.

Section A: This section will consist of three parts. Each part shall include 2 questions. A student has to answer one question from each part. Each question in Section A shall carry 5 marks (3X5 = 15)

Section B: This section will consist of three parts. Each part shall include 2 questions. A student has to answer one question from each part. Each question in Section B shall carry 10 marks **(10X3 = 30)**

Section C: This section includes 1 question carrying 15 marks. The questions should ideally be application oriented **(1X15 = 15)**

d. **Conduct of Examination:** English shall be the medium of instruction and examination.

e. **Back/Repeat Examination:** The back paper examinations shall be held once a year after the declaration of end-semester examinations. However, a student who secures less than 4 grade points in individual paper in odd/even semester may appear the said paper in the following odd/even semester. A candidate who appears back/repeat examination shall not be considered for award of Gold Medal.

f. **Rules to Pass:** A student is required to secure at least **4-grade points** (30% or above) to pass individual paper and **4.25 CGPA** (40% in aggregate) to pass the examination. The details of grading shall be printed on the back side of the University Mark Sheet.

In order to pass an individual paper a student has to secure a minimum of 30% of marks both in Continuous internal evaluation and End semester evaluation.

g. **Unfair means in Examination:** Any unfair means adopted by any examinee in any examination conducted by the University shall be punishable as per rules of the University.

h. **Grading System:** The University follows a system of Absolute Grading for assessment ofstudents' performance. The following table depicts the letter grade on a ten-point scale:

PERFORMANCE	GRADE	RANGEOF MARKS	GP	DIVISION
Outstanding	„O"	90 - <= 100	10	First Class **>=6.32 CGPA**
Excellent	„A+"	80 - < 90	9	
Very Good	„A"	70 - < 80	8	
Good	„B+"	60 - < 70	7	
Above Average	„B"	50 - < 60	6	Second Class **>=5.27 - <6.32**
Average	„C"	40 - < 50	5	Pass **>=4.25 - 5.27**
Pass	„P"	30 - < 40	4	Fail
Failed	„F"	Below 30	0	
Absent	„Ab"	-	0	„Ab"

N.B.

- There shall be no provision for third class.
- A transitory letter „Grade I" shall be introduced for cases where the results are incomplete. This grade shall automatically be converted into an appropriate grade(s) as and when the results are complete.
- A student"s level of competence shall be categorized by a positive Grade Point Average to be specified as:

➢ Point = Integer equivalent of each letter grade

➢ Credit = Integer signifying the relative emphasis of individual course item(s) in a semester as indicated by the Course structure and syllabus.

➢ Credit Point = Integer equivalent of each letter grade (Point) x Integer signifying the relative emphasis of individual course item in a semester as indicated by the course structure and syllabus (Credit)

➢ Credit Index = ∑ Credit point of course item

➢ Grade Point Average (GPA) = $\frac{CreditIndex}{\sum Credit}$

- Semester Grade Point Average (SGPA) = $\frac{Credit\ Index\ for a\ \ Semester}{\sum Credit}$

- Cumulative Grade Point Average (CGPA) = $\frac{Credit\ Index of\ \ all\ \ Previous\ Semester\ upto\ a\ semester}{\sum Credit}$

i. Special Grace Mark

The Board of Conducting Examiners shall undertake in-depth analysis of the performance of theexaminees. If the Board feels satisfied, it may recommend the result to be passed and published under the authority of the University. On the other hand, if the Board is of the opinion that performance of the students in general is not up to the mark in a particular paper, it may recommend award of **Special Grace Mark** within permissible limit and thereafter may recommend the result to be passed and published.

j. Common Grace Mark Rule

Notwithstanding the provisions mentioned above, all under-graduate students whose performance is poor are entitled to privileges of this Grace Mark Rule. This rule, here-in-after shall be called the **Common Grace Mark Rule** of the University for undergraduate students only. This rule shall be made applicable in case of those students who after receiving suchgrace, clear the end semester examination. However, the maximum grace mark is restricted to 2% of the total marks of the semester examination, provided further that the grace mark in any paper shall not exceed 10% of the maximum marks in that subject. The aggregate shall be considered as a subject for this purpose.

- The rule shall be applicable in case of those candidates who clear the Semester Examination after receiving this grace mark
- Subject to a maximum of 2% of the total marks of the Semester be awarded in a distributive manner in each paper in which the examinee has secured less than the pass mark. Maximum grace mark in any individual paper shall not exceed 10% of the totalmarks in that paper. Aggregate shall be considered as a subject for the purpose.

k. Equivalent Percentage of Marks

The following formulae shall be used to calculate the equivalent percentage of marks.

Equivalent Percentage of Marks = CGPA X 9.5

l. Award of Distinction: Students securing „B" grade or above in aggregate in their first appearance shall be awarded „Distinction". However, students who could not appear in an examination due to their approved participation in the Inter-University, State or Inter-State competitions or in Games and Sports at national/International level representing BGU, will get one chance exemption for „Distinction". Students who have cleared back examination or a student in whose case „Grace Mark Rule" has been applied or student booked for adoption of unfair means in examination shall not be eligible for award of „Distinction."

m. Transcript & Grade Sheet

The transcript and the grade sheets shall be prepared as per format prescribed by the University Grants Commission.

2. Academic Integrity: Academic integrity is about honest presentation of a student's academic work. It means acknowledging the work of others while developing his/her insights, knowledge and ideas. Academic work in a University depends on the practice of academic integrity as a core value. It is an important part of academic life for teachers as well as the students and is also essential to all academic thought and practice. All work produced must acknowledge the sources of ideas presented and cite the original work.

In preparing assignments, a student is required to do research and draw on the ideas of others. He /She is encouraged to read widely but must also acknowledge any idea that is not his/her own by including citations in the text/reference at the end of every assignment/project. All submitted documents (assignments/ reports/ term papers/ dissertation etc.) will be checked through plagiarism software. Documents will be accepted only if cleared by the software. Documents beyond the permissible limit as per UGC guidelines (the latest UGC norms to be available with the Controller of Examinations) will be rejected out rightly. It is the responsibility of a student to reference correctly. If he/she does not know the Harvard Referencing System or another one, such as the APA/MLA system, then it is the responsibility of the student to find out how to do this. However, a student may take the help of the concerned teacher.

Penalties for Plagiarism

Penalties for plagiarism can be severe, depending on the nature and frequency of offences. If a student has been charged with academic misconduct for plagiarism, he/she will have to attend a hearing to defend or explain his/her actions. If a student is found guilty he/she may get no marks for that assignment, or he/she may fail in the course. In the case of repeated offence, students may be expelled from the programme.

3. Code of Conduct for Examinations

a. Examinees are to report at their respective halls of Examination (or available on virtual platform) in case of online examinations 15 minutes before the commencement of the examination.

b. Examinees are required to be in formal attire during the examination.

c. Examinees are required to come with their pen, pencil, ruler, eraser etc. However, books, notes, statistical tables, log tables etc. are strictly prohibited.

d. Examinees are instructed not to bring mobile phones, smart watches to the examination halls.

e. Examinees, wherever necessary, have to undergo a physical search by internal squad members (Gents & Ladies) before entry into the examination hall.

f. Examinees are advised to go through the instructions mentioned in the answer sheet/ question paper and are required to follow them in letter and spirit.

g. Examinees, on receipt of the answer sheet and the question paper, should see that printing is clearly visible and that the answer sheet contains all the pages. Any deviation noticed should be brought to the knowledge of the hall invigilator present in the hall.

h. Examinees are required not to write answers in the front inner page of the answer sheet.

i. Examinees are to fill in the columns of the answer sheet like Roll No, Paper and Paper Code & Date etc. correctly.

j. Any communication with other students, writing on the question paper/palm and use/possession of any incriminating material shall amount to the adoption of unfair means in the examination and shall invite punishment or penalty as codified in "Examination Policy andProcedure "adopted by the University.

k. Examinees should observe absolute silence in the examination hall (or online platforms, if examinations conducted online) at the time of examination. The invigilator reserves the right to expel an examinee from the examination hall if any activity of an examinee is in contravention of rules of examination.

l. Additional answer sheets will not be issued 10 minutes prior to the end of the examination. Hence, examinees are instructed to plan the use of additional answer sheets accordingly.

m. Examinees are advised not to take eatables, soft drinks, and water inside the examination hall

n. Examinees will be allowed to visit the washroom after one hour, that too once only during the entire period of examination. However, nobody will be allowed to leave the examination hall

for any purpose what so ever half an hour before the end of the examination.

o. The examinees should deposit the answer script with the hall invigilator before leaving the examination hall (or as per special instructions given in case of online examinations). Carrying answer scripts outside the hall is a punishable offence.

p. Indulgence in any sort of activity that will disturb the sanctity of the examination shall be punishable.

q. Examinees must ensure to write their name and roll no clearly and correctly on every sheet of question paper and any other paper such as tables, graphs etc. The violation of this rule will invite disciplinary action.

r. Correction fluid must not be used.

s. Number your answers in the left-hand margin as per the number given in question paper.

t. Examinees are required to promptly submit the answer sheet without making any delay. They are required to tie the answer sheets (additional if any) well before the examination time gets over.

The guidelines mentioned above are to be scrupulously followed during the period of the examination. Despite warnings, reminder etc. if the activity of any examinee is contrary to the established norms, then such examinee shall be punished as per the prevailing rules of the University.

Codified Rules for Award of Punishment for Adoption of Unfair Means in Examination

	Adoption of Unfair Means	**Award of Punishment**
1	Minor infringements like talking with other examinees during the examination, leaving marks on the answer sheets which can lead to identification of the examinee by the answer sheet checker including mentioning of roll number on the answer script except where specifically asked to provide the same, possession but not use of unauthorized materials during the examination	First, a warning shall be given to the concerned examinee by the invigilator to rectify/not repeat the infringement. If the examinee repeats the infringement despite the warning, the examinee shall be expelled from the concerned examination. An opportunity of hearing shall be given to the concerned examinee to appear before the examination committee to explain why he shall not be expelled.
2	Use of unauthorized material during examination	The examinee shall be expelled from the concerned examination. An opportunity of hearing shall be given to the concerned examinee to appear before the examination committee to explain why he shall not be expelled.
3	Violation of rules and instructions during online examinations	As specified in Online Examination Rules

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