LEARNING OUTCOMES-BASED CURRICULUM FRAMEWORK FOR UNDERGRADUATE EDUCATION

DEPARTMENT OF BUSINESS ADMINISTRATION

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DEPARTMENT OF BUSINESS ADMINISTRATION

EMEA COLLEGE OF ARTS AND SCIENCE, KONDOTTY

VISION AND MISSION OF THE DEPARTMENT

VISION

"To be a leading department in business education, fostering innovation, leadership, and ethical business practices, while empowering students to excel in a dynamic global business environment and contribute to sustainable societal development."

MISSION

- Deliver competency-driven education as a core pillar of our growth and success.
- Leverage knowledge and resources to provide experiential learning, immersion, and collaborative opportunities.
- Commit to continuous improvement through stakeholder engagement, industry relations, and assurance of learning across all programs.
- Offer top-tier professional development and career management opportunities for our students.

INTRODUCTION

Department of Business Administration

Established in 2004, the Department of Business Administration is dedicated to fostering knowledge acquisition, skill development, and practical application of business concepts, with a focus on enhancing national competitiveness. The department offers a Bachelor of Business Administration (BBA) Finance program with a specialization in Finance.

Each academic year, the department enrolls approximately 62 students, providing them with an engaging and interactive learning environment. Through dynamic classroom sessions, students acquire essential skills, develop professional attitudes, and gain the values necessary for success in managerial and business roles across industries and government sectors.

The BBA program is designed to equip students with a comprehensive understanding of modern business practices and management principles, ensuring they develop a well-rounded body of knowledge applicable to the demands of contemporary organizations.

Student Development and Faculty Expertise

Our students acquire essential entrepreneurial skills, develop leadership qualities, and learn effective investment strategies. In addition to academic learning, they participate in industrial visits, project work, and actively engage in NSS and NCC programs. This holistic approach nurtures courage, creativity, energy, and encouragement, empowering students to excel in academic competitions organized by various colleges.

Currently, the department is staffed by four highly qualified and dedicated faculty members. The department is committed to organizing a variety of enrichment activities, including seminars, debates, personality development programs, business quizzes, and business games, to further enhance student skills and knowledge.

The Department of Business Administration is located in the Business Administration Block, adjacent to the Commerce Department, within this esteemed institution.

AIMS OF BBA DEGREE PROGRAMME

The Bachelor of Business Administration (BBA) Finance programme at EMEA COLLEGE OF ARTS AND SCIENCE, KONDOTTI is a 3 – year full time professional course affiliated to the University of Calicut.

The programme mainly aims at:

- 1. **Develop Financial Expertise**: To equip students with a strong understanding of financial concepts, principles, and practices, preparing them for careers in finance, accounting, banking, and investment sectors.
- 2. **Foster Analytical Skills**: To enhance students' ability to analyze and interpret financial data, enabling them to make informed decisions in real-world business scenarios.
- 3. **Build Managerial Competencies**: To nurture leadership, management, and entrepreneurial skills in students, preparing them to take on managerial roles in business organizations.

- 4. **Promote Practical Knowledge**: To provide hands-on learning experiences through industry visits, internships, and project work, bridging the gap between academic theory and industry practice.
- 5. **Instill Ethical Practices**: To cultivate a strong ethical foundation in students, ensuring they understand the importance of integrity, transparency, and social responsibility in financial decision-making.
- 6. **Enhance Communication Skills**: To improve students' ability to communicate complex financial concepts clearly and effectively, both in written and oral formats, for diverse business audiences.
- 7. **Prepare for Advanced Studies**: To lay a strong foundation for students interested in pursuing advanced studies such as an MBA, CFA, or other specialized finance certifications, by providing comprehensive knowledge in financial management

OUALIFICATION DESCRIPTORS FOR BBA

Upon successful completion of the Bachelor of Business Administration (BBA) program, our graduates will possess the following competencies:

Comprehensive Business Understanding: Graduates will gain a well-rounded understanding of core business disciplines, including finance, marketing, operations, human resources, and strategic management, preparing them for diverse roles in the business world.

Analytical Thinking and Problem-Solving : Graduates will develop strong analytical skills, enabling them to evaluate business data, identify key issues, and apply critical thinking to find practical and effective solutions to complex business problems.

Effective Communication and Presentation Skills: Graduates will be proficient in expressing ideas clearly and confidently, both in writing and during presentations, ensuring they can communicate business concepts and strategies to diverse audiences.

Leadership and Team Collaboration: Graduates will possess leadership qualities and the ability to work collaboratively in teams, demonstrating interpersonal skills and the capacity to motivate and guide others toward achieving business objectives.

Ethical and Social Responsibility : Graduates will understand the importance of ethical behavior in business and demonstrate the ability to make decisions that reflect responsibility toward stakeholders, society, and the environment.

Entrepreneurial Mindset : Graduates will be equipped with an entrepreneurial mindset, prepared to identify business opportunities, navigate challenges, and apply innovative thinking to launch new ventures or improve existing businesses.

Financial Literacy and Decision-Making: Graduates will have a strong understanding of financial management, including budgeting, financial analysis, and investment strategies, enabling them to make informed decisions that benefit the financial health of an organization.

Adaptability to Technological Changes: Graduates will be adaptable to the rapidly changing technological landscape, capable of using the latest tools and platforms to drive business success and improve operational efficiency.

Global Perspective and Cross-Cultural Awareness: Graduates will appreciate the complexities of global business, understanding cultural differences, international trade, and economic factors that impact business operations on a global scale.

Strategic and Long-Term Thinking :Graduates will be skilled in long-term strategic planning, able to analyze market trends, forecast business outcomes, and implement plans that contribute to the sustainable growth of an organization.

Professionalism and Work Ethic: Graduates will demonstrate a strong work ethic, professionalism, and the ability to manage time effectively, ensuring they can meet

deadlines, manage multiple tasks, and deliver high-quality results in a professional setting.

Commitment to Lifelong Learning: Graduates will recognize the importance of continuous professional development, actively seeking opportunities for further education, certifications, and training to stay competitive in a dynamic and evolving business world.

PROGRAMME OUTCOMES

The Programme Outcomes (POs) of Bachelor of Business Administration (Finance Specialization) program may include the following:

Code	Programme Outcome (PO)
PO1	Fundamental Business Knowledge:
	To develop a comprehensive understanding of core business
	concepts across key functional areas, including marketing,
	finance, management, human resources, information technology,
	and operations, to enable well-rounded decision-making.
PO2	Entrepreneurial Mindset
	To cultivate an entrepreneurial mindset with the ability to
	identify business opportunities, innovate, and create new
	ventures, fostering creativity and initiative in solving business
	challenges.

PO3	Financial Acumen
	To gain proficiency in financial analysis, planning, and
	decision-making, with an emphasis on investment
	management, financial forecasting, budgeting, and risk
	assessment to support strategic business goals.
PO4	Practical Experience and Job Readiness
	Acquire practical skills through internships, hands-on
	projects, and real-world applications, ensuring students are
	well-prepared for entry into the professional business
	environment.
PO5	Professional and Interpersonal Competence
	To demonstrate professional competence, including effective
	communication, critical thinking, ethical decision-making,
	leadership, teamwork, and adaptability, enabling success in
	diverse business roles and environments.
PO6	Legal and Regulatory Awareness
	To understand the legal, ethical, and regulatory frameworks
	that govern business operations, ensuring compliance with
	relevant laws and industry standards while promoting
	responsible business practices.
PO7	Human Values, Societal Responsibility, Environmental
	Sustainability, and Research & Innovation:
	To promote the integration of human values, societal and
	environmental responsibility, and sustainability into business
	practices. Encourage research, innovation, and ethical
	decision-making to address global challenges and contribute

ELIGIBILITY FOR ADMISSION

Any candidate who has passed the Plus Two of the Higher Secondary Board of Kerala or that of any other University or Board of Examinations in any state recognized as equivalent to the Plus Two of the Higher Secondary Board in Kerala, with not less than 45% marks in aggregate is eligible for admission, However, SC/ST, OBC and other eligible communities shall be given relaxation as per University rules.

MEDIUM OF INSTRUCTION

The medium of instruction and examination shall be English.

PROGRAMME OUTCOMES (PO):

At the end of the graduate programme at Calicut University, a student would:

	Knowledge Acquisition:
PO1	Demonstrate a profound understanding of knowledge trends and their impact on the
FOI	chosen discipline of study.
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	Communication, Collaboration, Inclusiveness, and Leadership:
DOS	, , , , , , , , , , , , , , , , , , ,
PO2	Become a team player who drives positive change through effective communication,
	collaborative acumen, transformative leadership, and a dedication to inclusivity.
	Professional Skills:
PO3	
103	Demonstrate professional skills to navigate diverse career paths with confidence and
	adaptability.
	Digital Intelligence:
PO4	Demonstrate proficiency in varied digital and technological tools to understand and
	interact with the digital world, thus effectively processing complex information.
	interact with the digital world, thus effectively processing complex information.
	Scientific Asserbace and Critical Thinking
	Scientific Awareness and Critical Thinking:
PO5	Emerge as an innovative problem-solver and impactful mediator, applying scientific
103	understanding and critical thinking to address challenges and advance sustainable
	solutions.
	Human Values, Professional Ethics, and Societal and Environmental Responsibility:
PO6	Become a responsible leader, characterized by an unwavering commitment to human
	values, ethical conduct, and a fervent dedication to the well-being of society and the
	environment.
	Research, Innovation, and Entrepreneurship:
PO7	
	Emerge as a researcher and entrepreneurial leader, forging collaborative partnerships

with industry, academia, and communities to contribute enduring solutions for local, regional, and global development.

PROGRAMME SPECIFIC OUTCOMES (PSO):

At the end of the BBA Honours programme at Calicut University, a student would:

PSO1	Demonstrate professional development on fundamentals of management and personal development through engagement in real world business scenario							
PSO2	Exhibit critical thinking and managerial competencies through effective communication, teamwork, problem solving, decision making, ICT and project management skills.							
PSO3	Create innovative systems and best practices in both domestic and global areas of work that are replicable and feasible.							
PSO4	Emerge as intrapreneur/entrepreneur leveraging on opportunities with relevant traits of a visionary leader							

BBA HONOURS PROGRAMME COURSE STRUCTURE

Semester	Course Code	ourse Code Course Title		Total Hours/week			Marks		
				P	Total		I	E	Total
	BBA1CJ101	Core Course 1 Foundations for Business Decisions	4	0	4	4	30	70	100
	BBA1CJ102 / BBA1MN101	Core Course 2		0	4	4	30	70	100
	BBA1CJ103 / BBA1MN102	Core Course 3 Communicating with Financial Data	4	0	4	4	30	70	100
1	BBA1FM105	MDC/MDE-1 Creativity, Innovation & Business Development	3	0	3	3	25	50	75
	BBA1FS111	Skill Enhancement Course 1 Digital Marketing for Business	3	0	3	3	25	50	75
	ENG1FA 101(3)	Ability Enhancement Course 1– English	2	2	4	3	25	50	75
		Ability Enhancement Course 2 – Additional Language	3	0	3	0	0	0	0

		Total			25	21			525
	BBA2CJ101	Core Course 4 Business Economics	4	0	4	4	30	70	100
		Core Course 5 Financial Management	4	0	4	4	30	70	100
2	BBA2MN102	Core Course 6 Foundations for Business Analytics	4	0	4	4	30	70	100
2	BBA2FS112	Skill Enhancement Course 2 Spreadsheet Modelling for Business	2	2	4	3	25	50	75
	ENG2FA 103(3)	Ability Enhancement Course 3– English	2	2	4	3	25	50	75
		Ability Enhancement Course 4 – Additional Language	3	0	3	0	0	0	0
		Total			23	18			450
	BBA3CJ201	Core Course 7 Domestic Logistic Management	4	0	4	4	30	70	100
	BBA3CJ202	Core Course 8 Business & Corporate Regulations	4	0	4	4	30	70	100
		Core Course 9 Human Resource Management	4	0	4	4	30	70	100
3		Core Course 10 Strategic Cost Analysis	4	0	4	4	30	70	100
	BBA3FS113	Skill Enhancement Course 3 Skills for Employability	2	2	4	3	25	50	75
		MDC/MDE 2 – (E/AL) KS	3	0	3	3	25	50	75
		Total			23	22			550
	BBA4CJ205	Core Course 11 Decision Science	4	0	4	4	30	70	100
4	BBA4CJ206	Core Course 12 Organization Behaviour	3	2	5	4	30	70	100
	BBA4CJ207	Core Course 13 Entrepreneurship Essentials	3	2	5	4	30	70	100

		Total Credits for Three Years				133			332
		Total Credits for Three Veers			24	23			575
		Audit Course- 2	0	0	0	0	0	0	0
	BBA6FS116	Skill Enhancement Course: - Project-1	4	0	4	4	30	70	100
6	BBA6FV110	Value-Added Course 3 Sustainable Business Environment	3	0	3	3	25	50	75
		Elective Course 4	4	0	4	4	30	70	100
		Elective Course 3	4	0	4	4	30	70	100
		Core Course 19 Total Quality Management	4	0	4	4	30	70	100
		Core Course 18 Networking in Business	3	2	5	4	30	70	100
		Total			23	27			675
		Audit Course- 1	0	0	0	0	0	0	0
	BBA5FS115	Skill Enhancement Course: - Internship-1	0	0	0	4	100		100
	BBA5FS114	Skill Enhancement Course 4 – Communicating with AI	3	0	3	3	25	50	75
5		Elective Course 2	4	0	4	4	30	70	100
~		Elective Course 1	4	0	4	4	30	70	100
	BBA5CJ303	Core Course 17 Business Research Methods	4	0	4	4	30	70	100
	BBA5CJ302	Core Course 16 Behavioral Finance	4	0	4	4	30	70	100
	BBA5CJ301	Core Course 15 Operations Management	4	0	4	4	30	70	100
		Total				22			550
	ENG4FV 109(3)	Value-Added Course 2 – English Total	3	0	3 24	3	25	50	75
	BBA4FV 108	Value-Added Course 1 Innovation & Business Dynamics	3	0	3	3	25	50	75
		Corporate Governance & Business Ethics	4	0	4	4			

	Total Credits for Four Years				177			4425
	Total			20	20			500
BBA8FS119	Skill Enhancement Course: - Research Project (in Honours with Research programme)	20		20	20	150	350	500
	Skill Enhancement Course: - Project -2 (in Honours programme)	8	0	8	8	60	140	200
	Elective Course 10 (in Honours programme) Advertising & Branding	4	0	4	4	30	70	100
BBA8EJ405	Elective Course 9 (in Honours programme) Entrepreneurial Capital Management	4	0	4	4	30	70	100
	Elective Course 8 (in Honours programme) Start-Up Management	4	0	4	4	30	70	100
	Total			25	24			600
BBA7FS117	Skill Enhancement Course: - Internship – 2	0	0	0	4	100		100
BBA7OE401	Open Elective (in Honours programme) Hospitality Management	3	2	5	4	30	70	100
BBA7EJ403	Elective Course 7 (in Honours with Research programme) International Marketing	3	2	5	4	30	70	100
BBA7EJ402	Elective Course 6 International Finance	3	2	5	4	30	70	10
BBA7EJ401	Elective Course 5 Advanced Human Resource Management	3	2	5	4	30	70	10
BBA7CJ402	Core Course 21 Data Analysis Tools for Social Scientists	3	2	5	4	30	70	10
	Core Course 20 Strategic Management	3	2	5	4	30	70	10

Note (1): Core Courses 2, 5, & 9 can be offered to students of other Major disciplines as Minor courses of Group 1, and Core courses 3, 6 &10 can be offered to them as Minor courses of Group 2. Core Courses 18, & 19 can be offered to eighth semester students of other Major disciplines as Minor courses.

Audit Courses

There are four mandatory Audit Courses or zero-credit courses that the students must attend in different semesters. Two of them are Ability Enhancement Courses offered by Additional Languages in the first and second semesters. The other two are Discipline Specific Elective courses in the fifth and sixth semesters. Students need to complete 75% attendance in Ability Enhancement Courses offered by Additional Languages in the first and second semesters, but need not appear for the internal and external evaluation of these courses. Discipline Specific Elective courses in the fifth and sixth semesters are not meant for class room study. The students can choose any course in management discipline and attend these courses online in platforms like SWAYAM, MOOC etc.

CREDIT DISTRIBUTION

Semester	Major Core Courses	Major DSE	General Foundation Courses					
			AEC	MDC/MDE	VAC	SEC	Internship/ Project	
1	4+4+4		3	3		3	-	21
2	4+4+4		3			3	-	18
3	4+4+4+4			3		3	-	22
4	4 + 4 + 4 +4				3 + 3		-	22
5	4 + 4 + 4	4 + 4				3	4	27
6	4 + 4	4 + 4			3		4	23
Total for Three	76	16	6	6	9	12	8	133
Years 7	4 + 4	4 + 4+4		4*			4	24
8	4+4	4 + 4 + 4		4.			8 / 20**	20
* Instead	of Major DSE Cou	ırse; **Inste	ad of Th	ree Major DSE	& 8 Cr	edit Pro	ject	I
Total for Four Years	76+8 = 84	16+24= 40	6	6	9	12	20	177

ELECTIVE COURSES IN BBA WITH SPECIALISATION

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Group	Sl. No	Sem	Title	Course Cada
No 1	1	5	Security Analysis & Portfolio Management	Course Code BBA5EJ301(1)
1	2	5	Financial Derivatives	BBA5EJ302(1)
	3	6	Strategic Financial Management	BBA6EJ301(1)
	4	6	Financial Analytics	BBA6EJ302(1)
	4	U	Tilianciai Aliaiytics	DDA0E3302(1)
			Human Resource Management	
Group		Sem		
No	Sl. No		Title	Course Code
2	1	5	People Management Skills	BBA5EJ303(2)
	2	5	Performance Management	BBA5EJ304(2)
	3	6	Training & Development	BBA6EJ303(2)
	4	6	HR Analytics	BBA6EJ304(2)
			Marketing Management	
Group		Sem	Training Training Training	
No	Sl. No		Title	Course Code
3	1	5	Consumer Behaviour & Market Analysis	BBA5EJ305(3)
	2	5	Marketing Metrics	BBA5EJ306(3)
	3	6	Integrated Marketing Communication	BBA6EJ305(3)
	4	6	Strategic Hospitality Marketing	BBA6EJ306(3)
				X /
			Operations Management	
Group	OL NI	Sem	Tr' d	G G . 1.
No	Sl. No		Title World Class Manufacturing	Course Code
1		_		
4	1	5		BBA5EJ307(4)
4	2	5	Quality Management	BBA5EJ308(4)
4	2 3	5 6	Quality Management Total Productive Maintenance	BBA5EJ308(4) BBA6EJ307(4)
4	2	5	Quality Management	BBA5EJ308(4)
	2 3	5 6 6	Quality Management Total Productive Maintenance	BBA5EJ308(4) BBA6EJ307(4)
Group	2 3 4	5 6	Quality Management Total Productive Maintenance Service Operations Management Logistics	BBA5EJ308(4) BBA6EJ307(4) BBA6EJ308(4)
Group No	2 3	5 6 6 Sem	Quality Management Total Productive Maintenance Service Operations Management Logistics Title	BBA5EJ308(4) BBA6EJ307(4) BBA6EJ308(4) Course Code
Group	2 3 4 Sl. No	5 6 6 Sem	Quality Management Total Productive Maintenance Service Operations Management Logistics Title Logistics	BBA5EJ308(4) BBA6EJ307(4) BBA6EJ308(4) Course Code BBA5EJ309(5)
Group No	2 3 4 Sl. No 1 2	5 6 6 Sem 5 5	Quality Management Total Productive Maintenance Service Operations Management Logistics Title Logistics Air Cargo Logistics Management	BBA5EJ308(4) BBA6EJ307(4) BBA6EJ308(4) Course Code BBA5EJ309(5) BBA5EJ310(5)
Group No	2 3 4 Sl. No 1 2 3	5 6 6 Sem 5 5 6	Quality Management Total Productive Maintenance Service Operations Management Logistics Title Logistics Air Cargo Logistics Management Export & Import Policies & Procedures	BBA5EJ308(4) BBA6EJ307(4) BBA6EJ308(4) Course Code BBA5EJ309(5) BBA5EJ310(5) BBA6EJ309(5)
Group No	2 3 4 Sl. No 1 2	5 6 6 Sem 5 5	Quality Management Total Productive Maintenance Service Operations Management Logistics Title Logistics Air Cargo Logistics Management	BBA5EJ308(4) BBA6EJ307(4) BBA6EJ308(4) Course Code BBA5EJ309(5) BBA5EJ310(5)
Group No	2 3 4 Sl. No 1 2 3	5 6 6 Sem 5 5 6	Quality Management Total Productive Maintenance Service Operations Management Logistics Title Logistics Air Cargo Logistics Management Export & Import Policies & Procedures Shipping & Ocean Freight Logistics Management	BBA5EJ308(4) BBA6EJ307(4) BBA6EJ308(4) Course Code BBA5EJ309(5) BBA5EJ310(5) BBA6EJ309(5)
Group No	2 3 4 Sl. No 1 2 3	5 6 6 Sem 5 5 6	Quality Management Total Productive Maintenance Service Operations Management Logistics Title Logistics Air Cargo Logistics Management Export & Import Policies & Procedures	BBA5EJ308(4) BBA6EJ307(4) BBA6EJ308(4) Course Code BBA5EJ309(5) BBA5EJ310(5) BBA6EJ309(5)
Group No 5	2 3 4 Sl. No 1 2 3	5 6 8 Sem 5 5 6 6	Quality Management Total Productive Maintenance Service Operations Management Logistics Title Logistics Air Cargo Logistics Management Export & Import Policies & Procedures Shipping & Ocean Freight Logistics Management	BBA5EJ308(4) BBA6EJ307(4) BBA6EJ308(4) Course Code BBA5EJ309(5) BBA5EJ310(5) BBA6EJ309(5)
Group 5 Group	2 3 4 Sl. No 1 2 3 4	5 6 8 Sem 5 5 6 6	Quality Management Total Productive Maintenance Service Operations Management Logistics Title Logistics Air Cargo Logistics Management Export & Import Policies & Procedures Shipping & Ocean Freight Logistics Management Business Analytics	BBA5EJ308(4) BBA6EJ307(4) BBA6EJ308(4) Course Code BBA5EJ309(5) BBA5EJ310(5) BBA6EJ309(5) BBA6EJ310(5)
Group 5 Group No	2 3 4 Sl. No 1 2 3 4	5 6 6 Sem 5 5 6 6	Quality Management Total Productive Maintenance Service Operations Management Logistics Title Logistics Air Cargo Logistics Management Export & Import Policies & Procedures Shipping & Ocean Freight Logistics Management Business Analytics Title	BBA5EJ308(4) BBA6EJ307(4) BBA6EJ308(4) Course Code BBA5EJ309(5) BBA6EJ309(5) BBA6EJ310(5) Course Code
Group 5 Group No	2 3 4 Sl. No 1 2 3 4 Sl. No	5 6 6 Sem 5 5 6 6	Quality Management Total Productive Maintenance Service Operations Management Logistics Title Logistics Air Cargo Logistics Management Export & Import Policies & Procedures Shipping & Ocean Freight Logistics Management Business Analytics Title Data Visualization for Analytics	BBA5EJ308(4) BBA6EJ307(4) BBA6EJ308(4) Course Code BBA5EJ309(5) BBA6EJ310(5) BBA6EJ310(5) Course Code BBA5EJ311(6)
Group No 5	2 3 4 Sl. No 1 2 3 4 Sl. No 1 2	5 6 6 Sem 5 5 6 6 8 Sem	Quality Management Total Productive Maintenance Service Operations Management Logistics Title Logistics Air Cargo Logistics Management Export & Import Policies & Procedures Shipping & Ocean Freight Logistics Management Business Analytics Title Data Visualization for Analytics Data Analytics using R	BBA5EJ308(4) BBA6EJ307(4) BBA6EJ308(4) Course Code BBA5EJ309(5) BBA6EJ309(5) BBA6EJ310(5) Course Code BBA5EJ311(6) BBA5EJ311(6) BBA5EJ312(6)
Group 5 Group No	2 3 4 Sl. No 1 2 3 4 Sl. No 1 2 3	5 6 6 Sem 5 5 6 6 Sem	Quality Management Total Productive Maintenance Service Operations Management Logistics Title Logistics Air Cargo Logistics Management Export & Import Policies & Procedures Shipping & Ocean Freight Logistics Management Business Analytics Title Data Visualization for Analytics Data Analytics using R Data Analytics using Python	BBA5EJ308(4) BBA6EJ307(4) BBA6EJ308(4) Course Code BBA5EJ309(5) BBA6EJ309(5) BBA6EJ310(5) Course Code BBA5EJ311(6) BBA5EJ311(6) BBA6EJ311(6)

Group		Sem		
No	Sl. No		Title	Course Code
7	1	5	Design Thinking	BBA5EJ313(7)
	2	5	Family Business Management	BBA5EJ314(7)
		6	Entrepreneurial Venture Planning and	BBA6EJ313(7)
	3		Communication Strategy	
	4	6	Social Entrepreneurship	BBA6EJ314(7)

ELECTIVE COURSES IN BBA WITH NO SPECIALISATION

Sl. No	Semester	Title	Course Code
1	7	Advanced Human Resource Management	BBA7EJ401
2	7	International Finance	BBA7EJ402
3	7	International Marketing	BBA7EJ403
4	8	Start-Up Management	BBA8EJ404
5	8	Entrepreneurial Capital Management	BBA8EJ405
6	8	Advertising & Branding	BBA8EJ406

GROUPING OF MINOR COURSES IN BBA

(Title of the Minor: FUNCTIONAL BUSINESS ADMINISTRATION)

	General Management							
Group		Sem						
No	Sl. No		Title	Course Code				
	1	1	Marketing Management	BBA1MN101				
	2	2	Financial Management	BBA2MN101				
	3	3	Human Resource Management	BBA3MN201				
	1			-				
			Analytics for Financial Data					
Group		Sem						
No	Sl. No		Title	Course Code				
2	1	1	Communicating with Financial Data	BBA1MN102				
	2	2	Foundations for Business Analytics	BBA2MN102				
	3	3	Strategic Cost Analysis	BBA3MN202				
	<u>. </u>							

	4 th Year Minor Courses						
Sl. No	Sl. No Sem Title Course Code						
1	8	Networking in Business	BBA8MN304				
2	8	Total Quality Management	BBA8MN405				

NOTE:

- 1. There will be no pathway for BBA students.
- 2. Students from other disciplines can choose Minor Groups in BBA.

- 3. If a student from other department chooses two Minor groups in BBA (Major with Minor Pathway), then the title of the Minor will be **Functional Business** Administration.
- 4. The above-mentioned minor courses are offered by BBA Department to other department students. So, they must attend the minor course classes along with BBA students (core course) depending on the intake capacity of each department as per University Regulations.

DISTRIBUTION OF GENERAL FOUNDATION COURSES IN BBA

			Total	Hours/		Marks		
Sem	Course Code	Course Title	Total Hours/ Hours Week		Credits	Ι	E	Total
1	BBA1FM105	MDC/MDE 1 – Creativity, Innovation & Business Development		3	3	25	50	75
4	BBA4FV 108	Value-Added Course 1 Innovation & Business Dynamics	45	3	3	25	50	75
6	BBA6FV 110	Value-Added Course 3 Business Environment	45	3	3	25	50	75
1	BBA1FS111	Skill Enhancement Course 1 Digital Marketing for Business	45	3	3	25	50	75
2	BBA2FS112	Skill Enhancement Course 2 Spreadsheet Modelling for Business	60	4	3	25	50	75
3	BBA3FS113	Skill Enhancement Course 3 Skills for Employability	60	4	3	25	50	75
5	BBA5FS115	Skill Enhancement Course 4 – Communicating with AI	45	3	3	25	50	75

NB: - Except AEC's, MDC 2(KS), VAC2; all other courses including VAC1, VAC3, all SEC's, all core/major courses, all elective courses and open elective shall be taught by Major Discipline Faculty only.

EVALUATION SCHEME

1. The evaluation scheme for each course contains two parts: internal evaluation (about 30%) and external evaluation (about 70%). Each of the Major courses is of 4-credits. It is evaluated for 100 marks, out of which 30 marks is from internal evaluation and

- 70 marks, from external evaluation. Each of the General Foundation course is of 3-credits. It is evaluated for 75 marks, out of which 25 marks is from internal evaluation and 50 marks, from external evaluation.
- **2.** The 4-credit courses (Major courses) are of two types: (i) courses with only theory and (ii) courses with 3-credit theory and 1-credit practicum.
 - In 4-credit courses with only theory component, out of the total 5 modules of the syllabus, one open-ended module with 20% content is designed by the faculty member teaching that course, and it is internally evaluated for 10 marks. The internal evaluation of the remaining 4 theory modules is for 20 marks.
 - In 4-credit courses with 3-credit theory and 1-credit practicum components, out of the total 5 modules of the syllabus, 4 modules are for theory and the fifth module is for practicum. The practicum component is internally evaluated for 20 marks. The internal evaluation of the 4 theory modules is for 10 marks.
- **3.** 3-credit courses (General Foundational Courses) in BBA are of two types: (i) courses with only theory and (ii) courses with 2-credit theory and 1-credit practicum.
 - In 3-credit course with only theory out of the total 5 modules of the syllabus, one open-ended module with 20% content is designed by the faculty member teaching that course, and it is internally evaluated for 5 marks. The internal evaluation of the remaining 4 theory modules is for 20 marks.
 - In 3-credit courses with 2-credit theory and 1-credit practicum components, out of the total 5 modules of the syllabus, 4 modules are for theory and the fifth module is for practicum. The practicum component is internally evaluated for 15 marks. The internal evaluation of the 4 theory modules is for 10 marks.

Sl.	Nature of the Course	Internal Evalu	ation in Marks	External	Total
No.		(about 30% of the total)		Exam	Marks
				on 4 modules	
				(Marks)	
		Open-ended module / Practicum	On the other 4 modules		

1	4-credit course	only theory (5 modules)	10	20	70	100
2	4-credit course	Theory (4 modules) + Practicum	20	10	70	100
3	3-credit course	Only Theory (5 modules)	5	20	50	75
4	3-credit course	Theory (4 modules) + Practicum	15	10	50	75

1. MAJOR COURSES and GENERAL FOUNDATION COURSES

1.1. INTERNAL EVALUATION OF THEORY COMPONENT

Sl. No.	Components of Internal Evaluation of Theory Part of a Major Course	Internal Marks for the Theory Part of a Major Course of 4-credits					
	Tart of a Wajor Course	Theory	Only	Theory +	-Practicum		
		4 Theory Modules	Open-ended Module	4 Theory Modules	Practicum		
1	Test paper/	10	4	5	-		
	Mid-semester Exam						
2	Seminar/ Viva/ Quiz	6	4	3	-		
3	Assignment	4	2	2	-		
		20	10	10	20*		
Total		30		30			

^{*}Refer the table in section 1.2 for the evaluation of practicum component

Sl. No.	Components of Internal	Internal Marks for the 3-credits Course				
NO.	Evaluation of Theory Part of a 3-credit Course	Theory			-Practicum	
	000000	4 Theory Modules	Open-ended Module	4 Theory Modules	Practicum	
1	Test paper/	10	2	5	-	
	Mid-semester Exam					
2	Seminar/ Viva/ Quiz	6	2	3	-	
3	Assignment	4	1	2	-	
		20	5	10	15*	
Total		25		25		

1.2. EVALUATION OF PRACTICUM COMPONENT

The evaluation of practicum component in Major courses is completely by internal evaluation.

Sl. No.	Evaluation of Practicum Component	Marks for	Weightage			
	of Credit-1 in a Major Course	Practical/Practicum				
1	Continuous evaluation of practicum	10	50%			
	performed in classes by the students by using					
	any kind of formative/summative methods					
	given in the detailed syllabus.					
3	Evaluation of the practicum summary report	10	50%			
	submitted for the end semester viva-voce					
	examination by the teacher-in-charge and					
	additional examiner					
*There	*There is no specific format for practicum summary report. It can be decided by teacher-					
in-charge	in-charge according to the type of practicum chosen.					
	Total Marks	20				

Sl. No.	Evaluation of Practicum Component	Marks for	Weightage				
	of Credit-1 in a SEC Course	Practicum					
1	Continuous evaluation of practicum	8	50%				
	performed in classes by the students by using						
	any kind of formative/summative methods						
	given in the detailed syllabus.						
3	Evaluation of the practicum summary report	7	50%				
	submitted for the end semester viva-voce						
	examination by the teacher-in-charge and						
	additional examiner						
*There	*There is no specific format for practicum summary report. It can be decided by teacher-						
in-charge	in-charge according to the type of practicum chosen.						
	Total Marks	15					

1.3. EXTERNAL EVALUATION OF THEORY COMPONENT

^{*}Refer the table in section 1.2 for the evaluation of practicum component

External evaluation carries 70% marks. Examinations will be conducted at the end of each semester. Individual questions are evaluated in marks and the total marks are converted into grades by the University based on 10-point grading system.

PATTERN OF QUESTION PAPER FOR MAJOR COURSES

Duration	Туре	Total No. of	No. of	Marks for	Ceiling
			Questions to be	Each	of
		Questions	Answered	Question	Marks
	Short Answer	10	8 – 10	3	24
2 Hours	Paragraph/ Problem	8	6 – 8	6	36
	Essay	2	1	10	10
				Total Marks	70

PATTERN OF QUESTION PAPER FOR GENERAL FOUNDATION COURSES

Duration	Туре	Total No. of	No. of	Marks for	Ceiling
			Questions to be	Each	of
		Questions	Answered	Question	Marks
	Short Answer	10	8 – 10	2	16
1.5 Hours	Paragraph/ Problem	5	4 – 5	6	24
	Essay	2	1	10	10
				Total Marks	50

2. INTERNSHIP

Programme	BBA						
Course Code							
Course Title	Internship-1 &	Internship-1 & Internship- 2					
Type of Course	SEC						
Semester	5 & 7						
Academic							
Level							
Course Details	Credit	Lecture per	Tutorial	Practical	Total Hours		
		week	per week	per week			
	4	-	-		120		
Pre-requisites							

Course	This course is designed for undergraduate students to provide
Summary	educational and career development opportunities to students by
	providing practical experience in a field or discipline, provide possible opportunities to learn, understand, and sharpen the real-time
	technical/managerial skills required on the job, understand the psychology of the workers and their habits, attitudes and approach to problem solving.

The candidates must undergo two internships in any business organisation/local industries/Agriculture, health and allied sectors/Local Government institutions like Panchayats, Municipalities for a period of 120Hrs duration during summer vacation. Internship-1 should be completed before the beginning of 5th Sem, the evaluation of Internship-1 will be in the 5th Sem and Internship-2 should be completed before the beginning of 7th Sem, the evaluation of Internship-2 will be in the 7th Sem and prepare a report based on the information collected.

2.1. GUIDELINES FOR INTERNSHIP

- 1. Internship can be in Management or allied disciplines.
- 2. There should be minimum 120 hrs. of engagement from the student in the Internship.
- 3. Summer vacations and other holidays can be used for completing the Internship.
- 4. The students should make regular and detailed entries in to a personal log book through the period of Internship. The log book will be a record of the progress of the Internship and the time spent on the work, and it will be useful in writing the final report. All entries should be dated. The Internship supervisor should periodically examine and countersign the log book.
- 5. The log book and the typed report must be submitted at the end of the Internship.
- **6.** The institution at which the Internship will be carried out should be prior-approved by the Department Council of the college where the student has enrolled for the UG (Honours) programme.

2.2. EVALUATION OF INTERNSHIP

- The evaluation of Internship shall be done internally through continuous assessment mode by a committee internally constituted by the Department Council of the college where the student has enrolled for the UG (Honours) programme.
- The credits and marks for the Internship will be awarded only at the end of semester 5 & semester 7.

• The scheme of continuous evaluation and the end-semester viva-voce examination based on the submitted report shall be as given below:

Component of Evaluation of Internship	Weightage	Marks/100
Continuous Evaluation of internship	40%	40
through interim presentation and reports		
by the committee internally constituted		
by the Department Council.		
End-Semester viva-voce examination to	35%	35
be conducted by the committee internally		
constituted by the Department Council.		
Evaluation of the day-to-day records and	15%	15
final report submitted for the end		
semester viva-voce examination by the		
committee internally constituted by the		
Department Council.		
Business Organization/ Local Industries/	10%	10
Agriculture, Health and allied		
sectors/Local Government Institutions		

REPORT FORMAT

- 1. The report must be typed (double spaced), in APA format. Use standard margins (1" to 1.25") and font (Times New Roman, 12) and should contain maximum of 10-15 pages.
- 2. The report consists of the following information in this order:

Starting Pages

- 1. Title Page
- 2. Acknowledgement
- 3. Executive Summary
- 4. Table of Contents
- Chapter 1: Brief Industry Profile
- Chapter 2: Introduction of Company
- Chapter 3: Organizational Analysis
- Chapter 4: Internee Experience
- a. A brief overview of the main business processes that the internee worked around
- b. A brief overview of various departmental functions that the internee had the opportunity to observe

c. A narrative of personal experience in the intern's own words that may include: any new discoveries or observations made during the internship, any problems identified, personal account of interactions with others at the workplace, and specific skills learned.

Chapter 5: Future recommendations for a suitable course of action in the organizational context

Chapter 6: A short essay identifying the gaps in classroom learning and experiential learning at the internship.

7. Appendices

EVALUATION CRITERIA FOR INTERIM PRESENTATION

Understanding of the Field (15 Marks)	Challenges and Solutions (15Marks)	Communication Skills (5Marks)	Use of Visual Aids (5Marks)

EVALUATION CRITERIA FOR VIVA-VOCE

Depth of Understanding (15 Marks)	Integration of Academic Knowledge and Practical Application (10	Communication Skills (2Marks)	Project Report (8 Marks)
	Marks)		

3. PROJECT

PROJECT IN SIXTH SEMESTER (BBA6FS116)

• In 3 year programme, the student should do a Project of 4-credits in semester 6.

Programme	BBA					
Course Code						
Course Title	Project -1					
Type of Course	SEC					
Semester	6					
Academic	300 – 399					
Level						
Course Details	Credit	Lecture per	Tutorial	Practical	Total Hours	
		week	per week	per week		
	4	4	-		120	
	The teacher should have 4hrs/week of engagement in the guidance of the					
	Project(s) in Honours programme, while each student should have 8					
	hrs/week of en	gagement in	the Project v	work. Total ho	ours are given	
	based on the sti	udent's engage	ement.			

Course	This course is designed for undergraduate students across all disciplines,
Summary	offering them an opportunity to develop deeply into a topic of their choice, underpinned by rigorous research and creative methodology. It is an invitation to embark on an academic voyage that prioritizes critical thinking, problem-solving, and innovation, all within the framework of scholarly research. Students will engage in a self-directed project that not only contributes to their field of study but also encourages a personal journey of discovery and intellectual growth.

EVALUATION OF PROJECT

- **1.** The evaluation of project work shall be done internally through continuous assessment mode by a committee internally constituted by the Department Council.
- **2.** The remaining 70% shall be awarded by the external examiner appointed by the University.
- 3. The scheme of continuous evaluation and the end-semester viva-voce of the project

Component of Evaluation of Project	Weightage	Marks/100
Continuous Evaluation of project through	30%	30
interim presentation and reports by the		
committee internally constituted by the		
Department Council.		
End-Semester viva-voce examination to	50%	50
be conducted by the external examiner		
appointed by the University.		
Evaluation of the day-to-day records and	20%	20
final report submitted for the end		
semester viva-voce examination by the		
committee internally constituted by the		
External Examiner		

4. EVALUATION CRITERIA FOR INTERIM PRESENTATION

Clarity of Research Question (6 Marks)	Originality and Creativity (6 Marks)	Methodological Rigor (6 Marks)	Progress and Milestones (6 Marks)	Communication& Presentation Skills (6 Marks)

5. EVALUATION CRITERIA FOR VIVA-VOCE

Comprehension	Methodological	Contribution	Communication	Response	Project
and Depth of	Rigor and	&Implications	Skills (5 Marks)	to	Report
Knowledge	Integrity (10	(5 Marks)		Questions	(10
(5 Marks)	Marks)			(15	Marks)
				Marks)	

FORMAT OF PROJECT REPORT

The report shall be printed and bound (preferably hard paper bound) with not less than 40 (A4 size) pages. The matter should be typed with double line spacing. The Fond Size for the text should be 12 with style Times New Roman. One inch margin should be left on top and bottom of the page, as well as left and right side of the typed pages.

- A. Preface Section: Title page of the report Declaration by the student Certificate from supervisory faculty counter Signed by Head of the Institution. Acknowledgement Chapter content List of tables- List of figures
- B. Executive Summary (Minimum 1 page)

C. Chapters

Chapter 1: Introduction (includes statement of the problem, objectives of the study, scope of the study, hypotheses if any, methodology employed, and limitations of the study)

Chapter 2: Industry profile/ Company profile/ Product profile/ Unit of study

Chapter 3: Review of literature (the review should be conducted by referring similar nature of studies conducted in academic journals, books, magazines, newspapers and other published sources)

Chapter 4: Data analysis and interpretation (data should be described and the collected data should be analyzed using appropriate tools)

Chapter 5: Findings, Conclusion and Recommendations

D. Bibliography

It should be prepared based on the guidelines prepared and updated by the American Psychological Association (APA style).

PROJECT IN HONOURS PROGRAMME

- In Honours programme, the student should do a Project of 8-credits in semester 8.
- The Project can be done in the same institution/ any other higher educational institution (HEI)/ research centre/ training centre.

- The Project in Honours programme can be a short research work or an extended internship or a skill-based training programme.
- A faculty member of the respective institution, where the student does the Project, should be the supervisor of the Project.

Programme	BBA				
Course Code					
Course Title	Project -2				
Type of Course	SEC				
Semester	8				
Academic	400 - 499				
Level					
Course Details	Credit	Lecture per	Tutorial	Practical	Total Hours
		week	per week	per week	
	8	8	-		240
					guidance of the
					should have 16
			-	work. Total h	ours are given
	based on the st				
Course	This course is	designed for	undergraduat	e honours stud	dents across all
Summary	-	_		1 0	into a topic of
	their choice, underpinned by rigorous research and creative				
	methodology. It is an invitation to embark on an academic voyage that				
	prioritizes critical thinking, problem-solving, and innovation, all within				
	the framework	of scholarly	research. Stu	idents will eng	gage in a self-
	directed project	t that not only	contributes t	to their field of	f study but also
	encourages a pe	ersonal journe	y of discovery	and intellectu	al growth.

EVALUATION OF PROJECT

- **6.** The evaluation of project work shall be done internally through continuous assessment mode by a committee internally constituted by the Department Council.
- **7.** The remaining 70% shall be awarded by the external examiner appointed by the University.
- 8. The scheme of continuous evaluation and the end-semester viva-voce of the project

Component of Evaluation of Project	Weightage	Marks/200
Continuous Evaluation of project through	30%	60
interim presentation and reports by the		
committee internally constituted by the		
Department Council.		
End-Semester viva-voce examination to	50%	100
be conducted by the external examiner		

appointed by the University.		
Evaluation of the day-to-day records and	20%	40
final report submitted for the end		
semester viva-voce examination by the		
committee internally constituted by the		
External Examiner		

9. EVALUATION CRITERIA FOR INTERIM PRESENTATION

Clarity of Research Question (15Marks)	Originality and Creativity (10 Marks)	Methodological Rigor (15 Marks)	Progress and Milestones (15 Marks)	Communication& Presentation Skills (5 Marks)

10. EVALUATION CRITERIA FOR VIVA-VOCE

Comprehension and Depth of	Methodological Rigor and	Contribution & Implications	Communication Skills (10	Response to	Project Report
Knowledge (10 Marks)	Integrity (10 Marks)	(20 Marks)	Marks)	Questions (20 Marks)	(30 Marks)
				11201115)	

FORMAT OF PROJECT REPORT

The report shall be printed and bound (preferably hard paper bound) with not less than 60 (A4 size) pages. The matter should be typed with double line spacing. The Fond Size for the text should be 12 with style Times New Roman. One inch margin should be left on top and bottom of the page, as well as left and right side of the typed pages.

- E. Preface Section: Title page of the report Declaration by the student Certificate from supervisory faculty counter Signed by Head of the Institution. Acknowledgement Chapter content List of tables- List of figures
- F. Executive Summary (Minimum 1 page)

G. Chapters

Chapter 1: Introduction (includes statement of the problem, objectives of the study, scope of the study, hypotheses if any, methodology employed, and limitations of the study)

Chapter 2: Industry profile/ Company profile/ Product profile/ Unit of study

Chapter 3: Review of literature (the review should be conducted by referring similar nature of studies conducted in academic journals, books, magazines, newspapers and other published sources)

Chapter 4: Data analysis and interpretation (data should be described and the collected data should be analyzed using appropriate tools)

Chapter 5: Findings, Conclusion and Recommendations

H. Bibliography

It should be prepared based on the guidelines prepared and updated by the American Psychological Association (APA style).

PROJECT IN HONOURS WITH RESEARCH PROGRAMME

- Students who secure 75% marks and above (equivalently, CGPA 7.5 and above) cumulatively in the first six semesters are eligible to get selected to Honours with Research stream in the fourth year.
- A relaxation of 5% in marks (equivalently, a relaxation of 0.5 grade in CGPA) is allowed for those belonging to SC/ ST/ OBC (non-creamy layer)/ Differently-Abled/ Economically Weaker Section (EWS)/ other categories of candidates as per the decision of the UGC from time to time.
- In Honours with Research programme, the student has to do a mandatory Research Project of 20-credits in semester 8.
- The approved research centres of University of Calicut or any other university/ HEI can offer the Honours with Research programme. The departments in the affiliated colleges under University of Calicut, which are not the approved research centres of the University, should get prior approval from the University to offer the Honours with Research programme. Such departments should have minimum two faculty members with Ph.D., and they should also have the necessary infrastructure to offer Honours with Research programme.
- A faculty member of the University/ College with a Ph.D. degree can supervise the
 research project of the students who have enrolled for Honours with Research. One
 such faculty member can supervise maximum five students in Honours with Research
 stream.
- The maximum intake of the department for Honours with Research programme is fixed by the department based on the number of faculty members eligible for project supervision, and other academic, research, and infrastructural facilities available.

• If a greater number of eligible students are opting for the Honours with Research programme than the number of available seats, then the allotment shall be based on the existing rules of reservations and merits.

Programme	BBA				
Course Code					
Course Title	Research Proj	ect			
Type of Course	SEC				
Semester	8				
Academic	400 - 499				
Level					
Course Details	Credit	Lecture per	Tutorial	Practical	Total Hours
		week	per week	per week	
	20	20	-		600
			ū		the guidance of
	the Project(s) is	n Honours wit	h Research p	rogramme, wh	ile each student
	should have 40	hrs/week of e	ngagement in	the Project wo	ork. Total hours
	are given based on the student's engagement.				
Course	This course is	designed for	undergraduat	e honours stud	dents across all
Summary		_	_		into a topic of
	their choice, underpinned by rigorous research and creative				
	methodology. It is an invitation to embark on an academic voyage that				
	prioritizes critical thinking, problem-solving, and innovation, all within				
	*	0.1		•	gage in a self-
		•			f study but also
	encourages a pe	•			•

EVALUATION OF PROJECT

- 1. The evaluation of project work shall be done internally through continuous assessment mode by a committee internally constituted by the Department Council.
- 2. The remaining 70% shall be awarded by the external examiner appointed by the University.
- 3. The scheme of continuous evaluation and the end-semester viva-voce of the project

Component of Evaluation of Project	Weightage	Marks/600
Continuous Evaluation of project through	30%	180
interim presentation and reports by the		
committee internally constituted by the		
Department Council.		
End-Semester viva-voce examination to	50%	300
be conducted by the external examiner		

appointed by the University.		
Evaluation of the day-to-day records and	20%	120
final report submitted for the end		
semester viva-voce examination by the		
committee internally constituted by the		
External Examiner		

EVALUATION CRITERIA FOR INTERIM PRESENTATION

Clarity of Research Question (40Marks)	Originality and Creativity (30 Marks)	Methodological Rigor (40 Marks)	Progress and Milestones (50 Marks)	Communication& Presentation Skills (20 Marks)

EVALUATION CRITERIA FOR VIVA-VOCE

Comprehension and Depth of Knowledge (40 Marks)	Methodological Rigor and Integrity (40Marks)	Contribution &Implications (60 Marks)	Communication Skills (30 Marks)	Response to Questions (40 Marks)	Project Report (90 Marks)

FORMAT OF PROJECT REPORT

The report shall be printed and bound (preferably hard paper bound) with not less than 100 (A4 size) pages. The matter should be typed with double line spacing. The Fond Size for the text should be 12 with style Times New Roman. One inch margin should be left on top and bottom of the page, as well as left and right side of the typed pages.

1. Title Page

The title page should succinctly capture the essence of the research while being inviting to a broad audience. It includes the thesis title, author's name, the institution, and the date. A compelling title can spark interest and set the stage for the narrative journey of the thesis.

2. Abstract

A well-crafted abstract serve as a microcosm of the research, providing a concise summary of the thesis's aim, methodology, findings, and implications. In this section, creativity lies in the ability to distil complex ideas into accessible language that entices a diverse readership.

3. Dedication and Acknowledgments

This section allows for personal expression, dedicating the work to individuals or groups who have been instrumental in the research journey. Acknowledgments give a human touch to the academic endeavour, highlighting the collaborative nature of knowledge creation.

4. Table of Contents

A navigational tool that should not only be functional but also reflective of the thesis's structure and creativity. Creative formatting and clear organization can make the table of contents an inviting roadmap to the thesis.

5. Introduction

The introduction lays the foundation, stating the research problem, objectives, and significance. Here, storytelling can be employed to weave a compelling narrative that frames the research question within a broader context, making it relevant to real-life situations.

6. Literature Review

A critical survey of existing literature, this section is an opportunity to creatively synthesize and critique previous work, highlighting gaps the thesis aims to fill. The use of visual aids, such as mind maps or infographics, can enrich this section by providing innovative summaries of complex academic dialogues.

7. Theoretical Framework

The theoretical framework in research is a vital component that underpins and guides the entire research process. It serves as the foundation upon which the research is built, providing a lens through which the study is conducted and understood. Essentially, the theoretical framework offers a structured approach to understanding, explaining, and making predictions about a given phenomenon or topic of interest. It does this by integrating concepts, theories, and models that are relevant to the research question or problem.

8. Methodology

Detailing the research design, methods, and analysis techniques, this section benefits from clarity and precision. Creative methodologies that utilize emerging technologies or interdisciplinary approaches can be highlighted here, showcasing the thesis's innovative edge.

9. Results and Discussion

This section presents the findings and interprets their implications. Creativity can be expressed through the use of visual storytelling with charts, graphs, and illustrations to make data compelling and digestible. A narrative approach to discussing the results can link them to broader themes and real-world implications.

10. Conclusion and Recommendations

The conclusion synthesizes the findings, reflects on the research's limitations, and suggests future research directions. This section can be an avenue for visionary thinking, proposing creative applications of the research and its potential impact on society.

11. References

Adherence to academic standards is crucial in the references section, but creativity can be shown in the organization and presentation style, making it easier for readers to explore the cited works.

12. Appendices

This section can house supplementary material in various formats, including datasets, code, questionnaires, or multimedia elements. Creatively integrating digital content can enhance the thesis's accessibility and engagement.

13. Digital and Interactive Elements

Incorporating digital elements like hyperlinks to datasets, online platforms for interactive visualizations, or even augmented reality (AR) experiences can revolutionize the way findings are presented and engaged with.

Eg:

Journals

- 1. Diamond, D. (1984). Financial intermediation and delegated monitoring. *Review of Economic Studies*, 51, 393-414.
- 2. Corter, J.E. and Chen, Y.J. (2006). Do investment risk tolerance attitudes predict portfolio risk? *Journal of Business and Psychology*, 20(3), 369-381.

Working Papers

1. González-Hermosillo, B.(2008, April). Investors' Risk Appetite and Global Financial Market Conditions.(IMF Working Paper no WP/08/85). https://www.imf.org/external/pubs/ft/wp/2008/wp0885.pdf

News Paper Article

1. <u>Rukhaiyar</u>, A. (2023, June 11). Retail investors' rush into India's equity markets has slowed; here is what's happening. *Business Today*. <u>https://www.businesstoday.in/magazine/deep-dive/story/retail-investors-rush-into-indias-equity-markets-has-slowed-here-is-whats-happening-383209-2023-05-29</u>

Book

1. Hair, J. F., Hult, G. T. M., Ringle, C. M., and Sarstedt, M. (2022). A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM). 3rd ed., Sage.

4. LETTER GRADES AND GRADE POINTS

- Mark system is followed for evaluating each question.
- For each course in the semester letter grade and grade point are introduced in 10-point indirect grading system as per guidelines given below.
- The Semester Grade Point Average (SGPA) is computed from the grades as a measure of the student's performance in a given semester.
- The Cumulative GPA (CGPA) is based on the grades in all courses taken after joining the programme of study.

 Only the weighted grade point based on marks obtained shall be displayed on the grade card issued to the students.

LETTER GRADES AND GRADE POINTS

Sl.	Percentage of Marks	Description	Letter	Grade	Range of	Class
No.	(Internal & External	Description	Grade		Grade Points	Class
140.	`		Grade	Fonit	Grade Follits	
	Put Together)					
1	95% and above	Outstanding	О	10	9.50 - 10	First Class
2	Above 85% and below 95%	Excellent	A+	9	8.50 – 9.49	with
2	Above 85% and below 95%	Excellent	A+	9	0.30 - 9.49	Distinction
3	75% to below 85%	Very Good	A	8	7.50 - 8.49	
1	550/ 1 1 750/	G 1	D	-	6.50 5 .40	
4	65% to below 75%	Good	B+	7	6.50 - 7.49	
5	55% to below 65%					First Class
		Above	В	6	5.50 - 6.49	
		Average			0.00	
	450/ . 1 1 550/	Tiverage				
6	45% to below 55%			_	4.50 5.40	g 1.GI
		Average	C	5	4.50 - 5.49	Second Class
7	35% to below 45% aggregate					
	(internal and external put	Pass	P	4	3.50 - 4.49	Third Class
	together) with a minimum of					
	,					
	30% in external valuation					
8	Below an aggregate of 35%	Fail	F	0	0 - 3.49	Fail
	or below 30% in external					
	evaluation					
9	Not attending the examination	Absent	Ab	0	0	Fail
	tot attending the examination	AUSCIII	AU			1 411

- When students take audit courses, they will be given Pass (P) or Fail (F) grade without any credits.
- The successful completion of all the courses and capstone components prescribed for the three-year or four-year programme with 'P' grade shall be the minimum requirement for the award of UG Degree or UG Degree (Honours) or UG Degree (Honours with Research), as the case may be.

5.1. COMPUTATION OF SGPA AND CGPA

• The following method shall be used to compute the Semester Grade Point Average (SGPA):

The SGPA equals the product of the number of credits (Ci) with the grade points (Gi) scored by a student in each course in a semester, summed over all the courses taken by a student in the semester, and then divided by the total number of credits of all the courses taken by the student in the semester,

i.e. SGPA (Si) =
$$\Sigma i$$
 (Ci x Gi) / Σi (Ci)

where Ci is the number of credits of the ith course and Gi is the grade point scored by the student in the ith course in the given semester. Credit Point of a course is the value obtained by multiplying the credit (Ci) of the course by the grade point (Gi) of the course.

$$SGPA = \frac{\sum of \ the credit points of \ all the courses \in a semester}{Total credits \in that semester}$$

ILLUSTRATION - COMPUTATION OF SGPA

Semester	Course	Credit	Letter	Grade	Credit Point
			Grade	point	(Credit x Grade)
I	Course 1	3	A	8	3 x 8 = 24
I	Course 2	4	B+	7	4 x 7 = 28
I	Course 3	3	В	6	3 x 6 = 18
I	Course 4	3	О	10	3 x 10 = 30
I	Course 5	3	С	5	3 x 5 = 15
I	Course 6	4	В	6	4 x 6 = 24
	Total	20			139
		SGF	139/20 = 6.950		

• The Cumulative Grade Point Average (CGPA) of the student shall be calculated at the end of a programme. The CGPA of a student determines the overall academic level of the student in a programme and is the criterion for ranking the students.

CGPA for the three-year programme in CUFYUGP shall be calculated by the following formula.

$$CGPA = \frac{\sum of\ the credit points of\ all\ the courses \in six semesters}{Total credits \in six semesters (133)}$$

CGPA for the four-year programme in CUFYUGP shall be calculated by the following formula.

$$CGPA = \frac{\sum of\ the credit points of\ all the courses \in eight semesters}{Total credits \in eight semesters (177)}$$

- The SGPA and CGPA shall be rounded off to three decimal points and reported in the transcripts.
- Based on the above letter grades, grade points, SGPA and CGPA, the University shall
 issue the transcript for each semester and a consolidated transcript indicating the
 performance in all semesters.

11. Study Tour

Study tour to an Industrial or Business centre will form part of curriculum. The fourth / fifth semester BBA students of regular colleges shall be taken, under the supervision of faculty members, to a Business or Industrial centre so as to enable them to have firsthand knowledge about location, and operations of the Business or Industry. The report submitted by the students in this respect shall be considered as one of the assignments of the any one of the courses in the concerned semester.

Format of the Question Paper Type I for Major and Minor Courses

I Semester BBA (CUFYUGP) Degree Examinations October 2024

BBA1CJ101: <Title of the Major Course>

(Credits: 4)

Maximum Time: 2 hours Maximum Marks: 70

	Section A
	[Answer All. Each question carries 3 marks] (Ceiling: 24 Marks)
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
	Section B
	[Answer All. Each question carries 6 marks] (Ceiling: 36 Marks)
11.	
12.	
13.	
14.	
15.	
16.	
17.	
18.	
	Section C
	[Answer any one. Each question carries 10 marks] (1x10=10 Marks)
19.	
20.	

Format of the Question Paper Type II for General Foundation Courses

I Semester BBA (CUFYUGP) Degree Examinations October 2024

BBA1FM105: <Title of the MDC Course>

(Credits: 3)

	,
Maximum Time: 1.5 hours	Maximum Marks: 50
	Section A
[Answer All	1. Each question carries 2 marks] (Ceiling 16 marks)
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
	Section B
[Answer All	l. Each question carries 6 marks] (Ceiling 24 Marks)
11.	
12.	
13.	
14.	
15.	
	Section C
[Answer any o	one. Each question carries 10 marks] (1x10=10 Marks)
16.	
17.	

Details of Courses of study leading to the award of BBA

Programme	BBA								
Course Code									
Course Title	Foundations fo	or Business D	ecisions						
Type of Course	Core Course	Core Course							
Semester	1								
Academic Level	100 – 199								
Course Details	Credit	Lecture per	Tutorial	Practicum	Total Hours				
		week	per week	per week					
	4	4	-		60				
Pre-requisites									
Course	The "Foundat	ions for Bu	isiness Deci	sions" course	e provides a				
Summary	comprehensive	understanding	g of decision-	making in busi	ness. It covers				
	the basics of o	decision-makir	ng, decision-n	naking models	s, management				
	functions, and	ethical conside	erations. The o	course aims to	equip students				
	with the know	ledge and sk	tills required	to make effe	ctive business				
	decisions and a	ddress real-wo	rld challenges	S.					

Course Outcomes (CO):

This course will enable the students to achieve the following outcomes.

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Develop an understanding of the importance of decision-making.	U	С	Instructor- created exams / Quiz
CO2	Learn and apply various tools and techniques for decision-making.	Ap	Р	Practical Assignment / Observation of Practical Skills
CO3	Analyse various decision-making models	Ap	Р	Seminar Presentation / Group Tutorial Work
CO4	Acquire knowledge about the roles of managers	U	С	Instructor- created exams / Home Assignments
CO5	Apply planning and decision-making skills in the management process	Ap	Р	One Minute Reflection Writing assignments
CO6	Develop ethical considerations in	Ap	P	Viva Voce

decisio	n-making														
 1	(D) II 1	1 (TT)	A .	1	/ A	\	1	/ A	\ T	1	-		-	(0)	

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

Module	Unit	Content	Hrs (60)	Internal (30)	External (70)
Ι		Basics of Decision-Making	12	20	16
	1	Meaning, Nature, and Importance of decision making and Business. Types of decisions: Programmed and Non-Programmed decisions, Strategic, tactical, and operational decisions. Factors affecting the decision making.			
	2	Importance of a Structured Decision-Making Process, Overview of Various Stages Involved in Decision Making. Barriers in Decision-making - Psychological Barriers, Structural and Organisational Barriers, Environmental Barriers etc.			
	3	Tools and Techniques for Decision Making: Basic Statistical Tools, Measures of Central Tendency and Measures of Dispersion.			
	4	Tools and Techniques for Decision Making - Understanding the Concept, Advantages, and Disadvantages of various tools & techniques: Brainstorming Technique, Decision Tree Analysis, SWOT Analysis, Pros and Cons Analysis, PESTLE Analysis			
II		Decision-Making Models	12		18
	5	Rational Model of Decision-Making – Meaning, Concept, Importance, Strength and Weakness of Rational Model, Practical Applications			
	6	Bounded rationality model - Meaning, Concept, Importance, Strength and Weakness of Bounded rationality Model, Practical Applications			
	7	Intuition-based decision making – Concept and Strength and Weakness, Role of intuition in decision making, different types of intuition: Expert Intuition, Social Intuition, and Strategic Intuition			
	8	Group decision-making – Meaning, Concept and significance, overview of various strategies used in group decision-making, such as consensus building, brainstorming, and multi-voting			
III		Basics of Management	12		18
	9	Management: Meaning, Nature, Functions. Roles of a manager in an organisation			
	10	Evolution of management Thought: Classical, Behavioural, Neo Classical, Modern			

^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

	11	Types and Levels of management			
	12	Decision Making Styles of Managers - Autocratic,			
		Participative, Consultive, Consensus, Directive,			
		Analytical, Cognitive, Behavioural styles			
IV		Functions of Management	12		18
	18	Planning and Decision-making in Management:			
		Meaning, Nature, Importance, and types.			
	19	Organising and Leading in Management: Meaning,			
		Nature, and Importance. Organisational Structure,			
		Motivation and Leadership			
	20	Staffing in Management: Meaning, Nature, and			
		Importance. HR planning, Recruitment, Selection,			
		Training and Development.			
	21	Controlling in Management: Meaning, Nature,			
		Importance, and Steps in control process. Levels and			
		Types of Control.	- 10	4.0	
V		Open Ended Module	12	10	
	1	Case Study Analysis and Presentation: Students work in			
		groups to analyse assigned case studies of businesses			
		facing strategic decisions. They must present their			
		analysis, recommendations, and action plans to the			
	2	class, followed by a Q&A session.			
	2	Ethical Decision-Making Debate: Organize debates on ethical dilemmas faced by businesses, such as			
		sustainability practices, labor rights, or consumer			
		privacy. Students take stands, present arguments, and			
		propose ethical solutions.			
	3	SWOT Analysis Workshop: Students select a real			
	5	5 WOT Thatysis Workshop. Students select a real			
		company and conduct a SWOT analysis (Strengths			
		company and conduct a SWOT analysis (Strengths, Weaknesses Opportunities Threats) to evaluate its			
		Weaknesses, Opportunities, Threats) to evaluate its			
		Weaknesses, Opportunities, Threats) to evaluate its strategic position. This includes researching the			
	4	Weaknesses, Opportunities, Threats) to evaluate its strategic position. This includes researching the company, industry, and competitive landscape.			
	4	Weaknesses, Opportunities, Threats) to evaluate its strategic position. This includes researching the company, industry, and competitive landscape. Social Media Strategy Campaign: Students design a			
	4	Weaknesses, Opportunities, Threats) to evaluate its strategic position. This includes researching the company, industry, and competitive landscape.			
	4	Weaknesses, Opportunities, Threats) to evaluate its strategic position. This includes researching the company, industry, and competitive landscape. Social Media Strategy Campaign: Students design a social media marketing campaign for a product or service, including target audience analysis, content			
	4	Weaknesses, Opportunities, Threats) to evaluate its strategic position. This includes researching the company, industry, and competitive landscape. Social Media Strategy Campaign: Students design a social media marketing campaign for a product or			

Mapping of COs with PSOs and POs:

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	2	3	1	1	3	3	1	2	2	2	2
CO 2	3	3	2	1	3	3	2	1	3	1	3
СО	2	3	2	1	3	3	1	1	2	2	2

3											
CO 4	3	3	2	1	3	3	2	2	3	2	1
CO 5	2	3	2	1	3	3	1	1	2	1	3
CO 6	3	3	2	1	3	3	2	2	3	2	3

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
- b. Open book test
- c. Laboratory report
- d. Problem based assignments
- e. Individual project report
- f. Case study report
- g. Team project report
- h. Literature survey
- i. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial work
- h. Home assignments
- i. Self and peer Assessments
- i. Oral presentations
- k. Observation of practical skills

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Programme	BBA									
Course Code										
Course Title	Marketing Ma	Marketing Management								
Type of Course	Core Course /	Minor								
Semester	1									
Academic Level	100 -199									
Course Details	Credit	Lecture per	Tutorial	Practicum	Total Hours					
		week	per week	per week						
	4	4	-		60					
Pre-requisites										
Course	This course in			1 1	0					
Summary	management ar									
	success in the c									
	world example									
	dynamic world	_			•					
	its challenges c	creatively and	effectively. T	he curriculum	is designed to					
	foster critical t	hinking, analy	rtical skills, a	nd innovative	approaches to					
	marketing prol	olems, prepar	ing students	for careers in	a variety of					
	industries.									

Course Outcomes (CO):

CO	CO Statement	Cognitive	Knowledge	Evaluation
		Level*	Category#	Tools used
CO1	Identify fundamental principles of	U	C	Standardized
	marketing nd the role of marketing in			Test
	business and society.			
CO2	Acquire a profound understanding of the	U	С	Standardized
	most recent advancements in technology			Test
	and emerging trends within the realm of			
	marketing.			
CO3	Capable of formulating marketing plans	Ap	P	Classroom
	grounded on product, pricing,			Discussion
	distribution, and promotional goals.			
	g			
CO4	Able to develop a comprehensive	An	P	Standardized
	understanding of marketing principles and			Test
	strategies by integrating various			
	marketing models.			
CO5	Relate Marketing Mix as a framework for	An	P	Case Study
	Marketing			
	Decision making.			
CO6	Learn and examine the students to the	Е	M	Mini research
	dynamic nature of Marketing Function.			report
				preparation
	1 (5) 77 1 1 (77) 1 1 (1)	1 (1)		

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

Module	Unit	Content	Hrs (60)	Internal (30)	External (70)				
I	Une	lerstanding the concept of consumer buying	12	20	16				
_		behavior							
	1	Marketing - Nature, Scope, and importance of	1						
		marketing.							
	2	Concept of marketing: Product concept,	1						
		Production concept, Selling concept and							
		marketing concept.							
	3	Marketing Vs. selling.							
	4	Marketing environment: Economic, Political,							
		Social, legal and technological.							
	5	Portfolio approach : BCG matrix and GE							
		McKinsey matrix (with real world examples							
II		Customer driven market strategy	12		18				
	6	Segmentation- Concept. Levels of							
		segmentation. Basis for market segmentation.							
	7	Targeting- Concept. Targeting strategies.							
	8	Differentiation: concept and Importance.	1						
	9	Positioning- Concept, Positioning strategies.	1						
	10	Consumer behavior- Defining term consumer-							
		Meaning and definition of consumer behavior.							
		Role of consumer behavior in consumer							
		buying decision process.							
III		Marketing mix decisions	12		18				
	11	Product decisions- Meaning and Definition of							
		product- Product classification, Components							
		of product mix.							
	12	Product life cycle and Product life cycle							
		strategies,							
	13	Pricing decisions: Meaning and definition,							
		Determinants of price, Pricing strategies.							
	14	Value proposition. Give hands on experience							
		to create value proposition.							
	15	Promotion decisions: Meaning and definition:							
		Promotion mix- Factors affecting promotion							
		mix.							
	16	Fundamentals of marketing communication							
		mix- Advertisement, sales promotion, Public							
		relations, Publicity and Personal selling.							
	17	Distribution: Meaning and definition- Levels							
		of distribution, Types of intermediaries.							
IV		Marketing of Services	12		18				
	18	Product vs. Services.							

	19	Marketing strategies for services- 7P's.			
	20	Emerging trends in marketing- Digital			
		marketing, Sustainable marketing, Affiliate			
		marketing.			
	21	Integrated marketing communication.			
	22	AI marketing- Concept, developing and AI			
		marketing strategy.			
V		Open Ended Module	12	10	
	1	Explore any prominent or new marketing areas			
		by visiting respective business establishments			
		and prepare a report.			
	2	Brand Development Workshop: Organize a			
		workshop where students create a brand from			
		scratch. This activity would encompass			
		naming the brand, designing a logo,			
		developing a brand identity, and creating a			
		brand positioning statement.			
	3	Social Media Marketing Campaign: Divide the			
		class into groups and assign each group the			
		task of developing a social media marketing			
		campaign for a hypothetical product or			
		service. Students should identify their target			
		audience, choose appropriate social media			
		platforms, create content, and plan the			
		campaign's timing and frequency.			
	4	Competitor Analysis Project: Assign students			
		to conduct a detailed competitor analysis for a			
		selected company. This project should include			
		identifying the company's main competitors,			
		analysing their marketing strategies, and			
		suggesting areas where the chosen company			
		can gain a competitive advantage.			

Mapping of COs with PSOs and POs:

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	3	1	1	3	3	3	3	1	3	
CO 2	3	3	3	1	3	3	2	3	1	3	
CO 3	2	3	3	1	2	1	2	3	3	3	
CO 4	2	3	1	1	2	3	2	3	1	1	

CO 5	3	2	1	2	3	2	2	1	1	1	
CO 6	3	3	3	2	3	2	2	1	3	3	

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
- b. Open book test
- c. Laboratory report
- d. Problem based assignments
- e. Individual project report
- f. Case study report
- g. Team project report
- h. Literature survey
- i. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial work
- h. Home assignments
- i. Self and peer Assessments

- j. Oral presentations
- k. Observation of practical skills

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Programme	BBA								
Course Code									
Course Title	Communicatin	ng with Finan	cial Data						
Type of Course	Core Course /	Minor							
Semester	1								
Academic Level	100 – 199								
Course Details	Credit	Lecture per	Tutorial	Practicum	Total Hours				
		week	per week	per week					
	4	4	-		60				
Pre-requisites									
_									
Course	This course for	ocuses on dev	eloping a st	rong understa	nding of cost,				
Summary	revenue, and pr	rofit in a busi	ness, as well	as recording a	nd interpreting				
	financial data.	It provides st	udents with the	he necessary k	enowledge and				
	skills to commu	inicate effectiv	ely using fina	ncial data.	_				

Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Enable the learner to explain concepts of expenses, income, and profit of an organisation.	U	C	Instructor- created exams / Quiz
CO2	Enable the learner to apply the accounting principles and standards to record the business transactions.	Ap	Р	Practical Assignment / Observation of Practical Skills
CO3	Develop practical skills in the preparation of financial statements.	Ap	Р	Seminar Presentation / Group Tutorial Work
CO4	Enable the learner to understand the financial health of a business.	U	С	Instructor- created exams / Home Assignments

CO5	Interpret and communicate	Ap	P	One Minute
	financial data effectively using			Reflection
	appropriate tools and techniques.			Writing
				assignments
CO6	Apply innovative financial	Ap	P	Viva Voce
	strategies to improve business			
	performance and profitability.			

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

Module	Unit	Content	Hrs (60)	Internal (30)	External (70)
I	Un	derstand the Cost, Revenue, and Profit of a business	12	20	16
_	1	Expenses, Income and Profit: Nature, Significance,	1	_ •	
		Types, and concepts.			
	2	Cost and Revenue: Nature, Significance, Types, and			
		concepts.			
	3	Difference between: Finance and Accounting, Cost and			
		Expenses, Expenses and expenditure, Accounting Profit			
	4	and Economic Profit.			
	4	Basic Accounting terms: assets, liabilities, equity,			
	5	revenue, expenses Principles of Accounting and Accounting Standard			
	3	Accounting Equation Components.			
	6	Determination of Accounting Break-even and Financial			
		Break-even.			
II	F	Record the Expenses and Income of a business (Sole	12		
		Proprietorship)			
	7	Recording the Transactions - Journal Entries and Ledger			
		Accounts			18
	8	Preparations (Simple Problems)			
	9	Preparation of Trial Balance (Simple Problems)			
	10	Depreciation, Provisions and Reserves (Simple			
III	T	Problems) Understand the financial performance and financial	12		
111		Position of a business (Sole Proprietorship)	14		
	11	Income Statement: Proforma, Preparation and			
		Calculation (Simple Problems)			18
	12	Balance Sheet: Proforma, Preparation and Calculation			
		(Simple Problems)			
	13	Cash Flow Statement: Proforma, Preparation and			
		Calculation (Simple Problems)			
IV		Reading and Interpretation of a Financial Report	12		
	14	Interpretation of Income Statement: Gross Profit Margin,			
		Operating Profit Margin, Net Profit Margin			

^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

	15	Tax Ratio Efficiency, and Interest Coverage			
	16	Interpretation of Balance Sheet: Turnover Ratios,			
		Liquidity Ratios, Solvency Ratios, Debt to Assets, Debt			
		to Equity.			18
	17	Interpretation of Cash Flow Statement.			
	18	Other Tools and techniques of financial statements			
		analysis: Common size balance sheet			
	19	Comparative statements			
	20	Trend analysis			
	21	Cost Volume Profit Analysis			
	22	Profitability Ratios			
\mathbf{V}		Open Ended Module	12	10	
	1	Case Study Analysis			
	2	Budget Planning Workshop: Students create a detailed			
		budget plan for a hypothetical scenario, such as planning			
		a college fund, buying a car, or organizing an event. This			
		workshop can include researching actual costs,			
		considering income sources, and planning savings.			
	3	Financial Literacy Blog or Vlog: Students create a blog			
		post or video log (vlog) explaining a financial concept,			
		such as compound interest, inflation, or credit scores, in			
		simple terms. These can be shared with the class or on a			
		school website.			
	4	Financial News Analysis Journal: Each student keeps a			
		journal for a month, documenting and analysing financial			
		news stories, their implications for consumers,			
		businesses, and economies, and personal reflections on			
		how such news impacts their view of finance.			

60% Problems & 40~% Theory

Mapping of COs with PSOs and POs:

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	2	1	2	2	2	2	1	2	1	2
CO 2	3	3	2	3	2	3	1	2	2	1	3
CO 3	3	3	2	3	2	2	1	1	2	2	2
CO 4	2	2	2	2	2	1	2	1	1	2	1
СО	3	2	2	3	2	3	2	2	1	2	3

5											
CO 6	2	2	3	2	2	3	1	1	2	2	3

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
- b. Open book test
- c. Laboratory report
- d. Problem based assignments
- e. Individual project report
- f. Case study report
- g. Team project report
- h. Literature survey
- i. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial work
- h. Home assignments
- i. Self and peer Assessments
- j. Oral presentations
- k. Observation of practical skills

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Programme	BBA					
Course Code						
Course Title	Creativity, Inn	ovation, and	Business Dev	elopment		
Type of Course	MDC					
Semester	1					
Academic Level	100-199					
Course Details	Credit	Lecture per	Tutorial	Practical	Total Hours	
		week	per week	per week		
	3	3	-	1	45	
Pre-requisites						
Course	This course ex	xplores the in	tersections of	f creativity, in	nnovation, and	
Summary	business devel	opment, focus	sing on how	these elemen	ts combine to	
	spark new id	leas, drive t	echnological	advancements	s, and create	
	sustainable bu	sustainable business models in a competitive global marketplace.				
	Students will e	ngage with co	oncepts from	design thinkin	g, lean startup	
	methodologies,					
	businesses can	innovate prod	ducts, services	s, and process	ses. Through a	

blend of lectures, case studies, hands-on projects, and guest speakers,
participants will learn to harness their creative potential, apply
innovative thinking, and develop practical strategies for business growth
and development.

Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Enable the learner to understand the concept and meaning of creativity, and its importance in various domains, including business	U	C	Standardized Test
CO2	Enable the learner to identify and develop creativity skills and personal qualities necessary for fostering innovation	Ap	Р	Observation and Practical Skills
CO3	Enable the learner to use creativity tools and techniques	Ap	Р	Observation and Practical Skills
CO4	Enable the learner to understand the concept and types of innovation, the relationship between creativity and innovation, and the role of innovation in business development.	U	С	Standardized Test
CO5	Enable the learner to analyse the characteristics of successful entrepreneurs and understand the entrepreneurship process and the concept of a business model.	Ар	Р	Case Study
CO6	Enable the learner to explore and evaluate the role of agencies for innovation in Kerala and their contributions to promoting entrepreneurship and innovation.	Ap	Р	Observation and Practical Skills

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

Module	Unit	Content	Hrs	Internal	External
			(45)	(25)	(50)
Ι		Understanding Creativity	9	20	12
	1	Creativity – Nature, Concepts and Meaning.			
	2	Creativity skills & personal qualities.			
	3	Role of creativity in business.			
	4	Techniques to foster creativity: Brainstorming			
	5	Role Playing			
	6	Incubation			

^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

	7	Creativity tools and techniques: SCAMPER			
	8	Mind Mapping			
II		Innovation and its Role in Business	9		12
	6	Meaning, Nature			
	7	Types of innovation			
	8	Relationship between creativity and innovation –			
		Differences			
	9	Relationship between creativity and innovation –			
		Similarities			
	10	Role of innovation in business development.			
	11	Barriers to innovation			
	12	Ways to overcome the barriers.			
III		Introduction to Entrepreneurship	9		12
	10	Meaning Nature and concepts of entrepreneurship			
	11	Meaning Nature and concepts of intrapreneurship			
	12	Characteristics of successful entrepreneurs			
	13	Entrepreneurship Process			
	14	Concept of Business Model			
	15	Importance of Entrepreneurship Ecosystem			
	16	Importance of Entrepreneurship for Economic			
		Development			
IV		Business Development through Entrepreneurship	9		
	17	Steps in starting a new venture and entrepreneurship			14
		challenges			
	18	Idea generation, Evaluation, and Opportunity Assessment			
	19	Business Plan – Concepts			
	20	Business Plan – Components			
	21	Business Plan – Importance			
	22	Entrepreneurial Marketing and Financing a New Venture			
V		Open Ended Module			
	1	K-DISC, KIED, Kerala Startup Mission, National	9	5	
		Innovation Foundation, Innovation and Entrepreneurship			
		Development Centres, etc.			

Mapping of COs with PSOs and POs:

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	2	2	2	2	1	2	1	3	2	1	2
CO 2	3	2	3	1	2	2	1	3	3	2	3
CO 3	3	2	2	1	1	2	2	3	3	2	2

CO 4	2	2	1	2	1	1	2	2	2	2	1
CO 5	3	2	3	2	2	1	2	3	2	2	3
CO 6	2	2	3	1	1	2	2	2	2	3	3

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
- b. Open book test
- c. Laboratory report
- d. Problem based assignments
- e. Individual project report
- f. Case study report
- g. Team project report
- h. Literature survey
- i. Standardized Test

Formative Assessment (FA)

- l. Practical Assignment
- m. Viva
- n. Quiz
- o. Interview
- p. Class Discussion
- q. Seminar
- r. Group Tutorial work
- s. Home assignments
- t. Self and peer Assessments
- u. Oral presentations
- v. Observation of practical skills

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- 12. Patrick Dawson, (2014), Managing Change, Creativity and Innovation, SAGE Publications Ltd; Second edition
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- 3. Mukerji, D. (2017). The Innovation Game: A New Approach to Innovation Management and R&D. Oxford University Press.
- 4. Chaudhuri, S. (2017). Innovation and Creativity in Indian Business: The Journey of Tata Group. Palgrave Macmillan.
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- 6. Srikumar Rao. (2005). Are You Ready to Succeed? Unconventional Strategies to Achieving Personal Mastery in Business and Life. Hachette India.
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Programme	BBA							
Course Code								
Course Title	Digital Marketing for Business							
Type of Course	SEC							
Semester	1							
Academic Level	100-199							
Course Details	Credit	Lecture per	Tutorial	Practical	Total Hours			
		week	per week	per week				
	3	3	-	-	45			
Pre-requisites								
Course Summary	The Digital Mexploration of introduction to significance, a traditional and C's and 5 A's of digital marketing adapt to contendigital landscape campaigns. Ball the course equipaskills using inclusivity, cated digital marketing inclusivity, cated digital marketing individuals at dlandscape enhall for Business could be dynamic knowledge and	digital marke o establish nd benefits digital marke of Digital Mar ng to ensure p imporary praction oe, offering in ancing theoret ps participants dustry tools. ering to both be ng types, tools, ifferent career nces its appli- urse is a strate- field of digit	ting intricación a strong for of digital mating, introduce exeting. The contraction of th	es, starting with undation in arketing. It it ing key principourse covers variance strategic and elusion focuses the case studies are understanding this course startinities ensure emphasis on the sence, the Dignat for those aim to those aim to those aim to the providing of the sence of the sence of the providing of the sence of the se	th an in-depth the meaning, hen compares ples like the 7 arious types of pproaches and on the Indian of successful al applications, g and hands-on and out is its Discussions on e relevance for e Indian digital ital Marketing ting to excel in comprehensive			

Course Outcomes (CO):

CO	CO Statement	Cognitive	Knowledge	Evaluation Tools
		Level*	Category#	used
CO1	Develop the capability to	R	F	Written test/
	establish a foundational			Literature survey
	understanding of Digital			
	Marketing.			
CO2	Acquire the proficiency to apply	Ap	P	Standardized Test
	Digital Marketing tools and			
	strategies effectively.			
CO3	Develop the ability to analyze	An	С	Written test
	both opportunities and			

	challenges within the realm of Digital Marketing.			
CO4	Able to develop the capability to master Social Media marketing skills and expertise.	Ap	P	Practical Assignments/Group Work
CO5	Acquire the ability to evaluate SEO and SEM strategies.	Е	F	Interview/Quiz
CO6	Develop the capability to design and execute impactful Email Marketing Campaigns.	С	С	Standardized Test
CO7	Equip participants with the skills to develop innovative and captivating content strategies.	С	С	Case studies

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

Module	Unit	Content	Hrs (45)	Internal (25)	External (50)
I		Introduction to Digital Marketing	9		
	1	Digital Marketing Overview: Meaning, Definition,			
		Significance, Characteristics.			
	2	Traditional Marketing Vs Digital Marketing -7 C's & 5 A's			
		of Digital Marketing			12
	3	Types of Digital Marketing for Businesses.			
	4	Digital Marketing Tools: Meaning, Types, Pros and Cons			
	5	Digital Marketing Trends (Influencer Marketing, Omni			
		Channel Marketing). Jobs in Digital Marketing.			
	6	Artificial Intelligence, Video Marketing, Long-Form			
		Content, Social Media Shopping, Progressive Web Pages.			
	7	Opportunities and Challenges in Digital Marketing. Ethical			
		Issues in Digital Marketing			
II		Social Media Marketing	9		
	8	Social Media: Meaning, Importance and Benefits.			
	9	Social Media Marketing: Meaning, Types, Tools.		20	
	10	Advantages and Disadvantages of Social Media Marketing		20	12
		(SMM).			
	11	Different Social Media Platforms: Types (Facebook,			
		Twitter, Instagram, LinkedIn, Snapchat, Pinterest,			
		YouTube, TikTok, WhatsApp and Telegram) & Its Use.			
III		SEO and SEM Essentials			
	12	SEO – Meaning, Process, Role of SEO in Digital	9		
		Marketing - Types of SEO.			
	13	Difference between On-Page Optimization and Off-Page			
		Optimization.			12
	14	Key elements of a successful On-Page Optimization.			

^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

		V CEO			
		Keywords for an SEO campaign.			
	15	SEM – Meaning, Importance, Keywords for an SEM			
		Campaign, Google Ad words, Ad Creation, Keyword			
		Targeting			
	16	Similarities of SEM and SEO			
	17	Differences between SEM and SEO.			
IV		E-Mail Marketing	9		
	18	E-Mail – Meaning & Definition, Types of E-Mails.			
	19	E-Mail Marketing, Meaning, Objectives, Benefits			14
	20	Types of E-Mail Marketing (Inbound E-mail marketing &			
		Outbound E-mail marketing).			
	21	E-Mail Marketing Campaign: Meaning, Types.			
	22	Automation in email marketing- Meaning – Features.			
V		Open Ended Module:	9		
		Explore case studies of successful digital campaigns and		5	
		strategies implemented by businesses in India.			
		Hands-on-Experience in utilizing Social Media Platforms.			
		Expert Talk: Advanced SEO Strategies.			
		Expert Talk on Tips to enhance Email Marketing efforts			
		and tracking an E-Mail Marketing Campaign.			

Mapping of COs with PSOs and POs:

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6
CO 1	3	1	2	1	3	1	1	2	1	3
CO 2	3	3	3	2	2	3	2	1	1	3
CO 3	1	3	3	2	2	2	3	2	3	1
CO 4	1	3	3	1	2	3	3	1	1	3
CO 5	1	3	3	1	2	3	3	2	2	3
CO 6	2	3	3	2	2	3	3	1	2	3
CO7	2	2	2	2	3	2	2	2	2	3

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
- b. Open book test
- c. Laboratory report
- d. Problem based assignments
- e. Individual project report
- f. Case study report
- g. Team project report
- h. Literature survey
- i. Standardized Test

Formative Assessment (FA)

- w. Practical Assignment
- x. Viva
- y. Quiz
- z. Interview
- aa. Class Discussion
- bb. Seminar
- cc. Group Tutorial work
- dd. Home assignments
- ee. Self and peer Assessments
- ff. Oral presentations
- gg. Observation of practical skills

REFERENCES

- 1. Kamat, N., & Kamat, C. N. (2017). Digital marketing. Himalaya Publishing House.
- 2. Ryan, D. (2012). Marketing strategies for engaging the digital generation. Kogan Page.
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- 2. Ryan Deiss and Russ Henneberry (2020), Digital Marketing for Dummies. For Dummies.
- 3. Dave Chaffey and PR Smith (2017), Digital Marketing Excellence: Planning, Optimizing, and Integrating Online Marketing, Routledge..

Programme	BBA							
Course Code								
Course Title	Business Econ	Business Economics						
Type of Course	Core Course							
Semester	2							
Academic Level	100 – 199	100 – 199						
Course Details	Credit	Lecture per week	Tutorial per week	Practicum per week	Total Hours			
	4	4	-		60			
Pre-requisites								
Course	This course for	cuses on dev	eloping a st	rong understa	nding of cost,			
Summary	revenue, and pr							
	financial data.	financial data. It provides students with the necessary knowledge and						
	skills to commu	inicate effectiv	ely using fina	ncial data.				

Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Enable the learner to explain concepts of expenses, income, and profit of an organisation.	U	С	Instructor- created exams / Quiz
CO2	Enable the learner to apply the accounting principles and standards to record the business transactions.	Ap	Р	Practical Assignment / Observation of Practical Skills
CO3	Develop practical skills in the preparation of financial statements.	Ap	Р	Seminar Presentation / Group Tutorial Work
CO4	Enable the learner to understand the financial health of a business.	U	С	Instructor- created exams / Home Assignments
CO5	Interpret and communicate financial data effectively using appropriate tools and techniques.	Ap	Р	One Minute Reflection Writing assignments
CO6	Apply innovative financial strategies to improve business performance and profitability.	Ap	P	Viva Voce

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P)

Metacognitive Knowledge (M)

Module	Unit	Content	Hrs (60)	Internal (30)	External (70)
I		Business, Economics and Markets	12	20	16
	1	Business Environment: Meaning, Nature, Importance			
	2	Business Economics: Meaning, Nature, Importance			
	3	Business Organizations: Nature and Types of firms,			
		Internal Organization of the firm Structure of Industry,			
		Structure–Conduct–Performance Paradigm			
	4	Economics and World of Business: Problem of Scarcity,			
		Demand and Supply			
	5	Macroeconomic and Microeconomics Environment,			
		Choices: Choice, Opportunity Cost, Rational Choice			
	6	The Working of Competitive Markets: Business in a			
	7	Competitive Market			
	7	Price Mechanism Demand and Supply – Determinants,			
	8	Schedules, Curves, Movements and Changes, and Laws Price & Output Determination – Equilibrium and New			
	0	Equilibrium			
II		Background to Demand and Supply			
	7	Demand and the Consumer: Characteristics and			
	,	Approaches to Analysing Consumer Demand.	12		
	8	Marginal Utility Theory, Demand Under Risk and			18
		Uncertainty.			
	9	Demand and the Firm: Estimating Demand Functions,			
	1.0	Forecasting Demand			
	10	Cost and Production: Nature, Meaning and Types of costs.			
	11	Production in the Short run and Long run, Cost in the			
	12	Short run and Long run Revenue: Meaning, Nature, Types and its Curves,			
	12	Calculation of Types of Revenue.			
	13	Relationship of Price and Revenue. Profit maximization			
III	13	Profit Maximization			
	14	Alternative Market Structures: Perfect, Monopoly,			
		Monopolistic and Oligopoly Markets			
	15	Profit Maximization under Perfect Competition and	12		18
		Monopoly: The Short-run and Long-run equilibrium of the			
		firm.			
	16	Economies and Diseconomies of Scales	4		
	17	Profit Maximization under Imperfect Competition:			
	10	Monopolistic, Oligopoly and its Types	-		
IV	18	Game Theory - Single-move games, Multiple-move games Business in the Factor Market			
1 7	19	Labour Markets, Wages, and Industrial Relations: Market-	1		
	17	determined wage rates and employment			
	20	Power in the labour market, Low Pay and Discrimination.	1		
	21	Investment and the employment of capital: The pricing of	1		
		Capital Services, The demand for and supply of capital			

		services	12		18
	22	Reasons for government intervention in the market:			
		Markets and the role of government			
	23	Government interventions in Market, Firm and Social			
		Responsibility.			
	24	Liberalization, Privatization, and Globalization: Indian			
		Economy before and after LPG			
	25	Macroeconomics Policies: Fiscal Policy, Monetary Policy			
	26	Quantitative Easing, Balance of Payments and Exchange			
		Rates, GDP			
V		Open Ended Module			
		Case Study Analysis			
		• Economic Data Analysis Project: Students select a	12	10	
		set of economic indicators (e.g., GDP, inflation			
		rates, unemployment rates) and analyse their			
		impact on a specific industry or business sector			
		over time. They present their findings through			
		charts, graphs, and a report that discusses how			
		these indicators affect business decisions.			
		• Cost-Benefit Analysis for a Community Project:			
		Students propose a community project (e.g., a local			
		park renovation, a recycling programme) and			
		conduct a cost-benefit analysis to evaluate its			
		feasibility and potential impact. They must			
		consider various costs, benefits, and stakeholders			
		in their analysis.			

Mapping of COs with PSOs and POs:

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	2	1	2	2	2	2	1	2	1	2
CO 2	3	3	2	3	2	3	1	2	2	1	3
CO 3	3	3	2	3	2	2	1	1	2	2	2
CO 4	2	2	2	2	2	1	2	1	1	2	1
CO 5	3	2	2	3	2	3	2	2	1	2	3
СО	2	2	3	2	2	3	1	1	2	2	3

6						

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
- b. Open book test
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Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial work
- h. Home assignments
- i. Self and peer Assessments
- j. Oral presentations
- k. Observation of practical skills

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- b) Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. (2017). *The Economics of Strategy*. John Wiley & Sons.
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Programme	BBA								
Course Code									
Course Title	Financial Man	Financial Management							
Type of Course	Core Course /	Minor							
Semester	2								
Academic Level	100-199	100-199							
Course Details	Credit	Lecture per week	Tutorial per week	Practicum per week	Total Hours				
	4	4	-	_	60				
Pre-requisites									
Course	To impart to the	he students ar	n understandir	ng of the corp	orate financial				
Summary	resources and	how to use	e them to r	nake wise de	ecisions about				
	investments, c	apital structui	re, and finan	cing in order	to maximise				
	corporate grow	th.							

Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge	Evaluation Tools used
CO1	Comprehend capital structure theories and the concept of capital structure	U U	Category#	Instructor- created exams
CO2	Explain the purpose of financial management, the sources of funding, and the responsibilities of the financial manager	Ap	Р	Practical Assignment / Observation of Practical Skills
CO3	Determine the issue and decide which alternative investments are the best	Ap	Р	Seminar Presentation / Group Tutorial Work

CO4	Utilize quantitative financial instruments	U	С	Instructor-
	when making leasing financing decisions			created exams
				/ Home
				Assignments
CO5	Evaluate the company's dividend policy	Ap	P	Instructor-
				created exams
				/ Home
				Assignments

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

Module	Unit	Content	Hrs (60)	Internal (30)	External (70)
I		Time Value of Money & Sources of Financing	12	20	16
	1	Meaning of Time value of money –Future value of			
		single cash flow & annuity, present value of single			
		cash flow (Theory & Problem).			
	2	Annuity & perpetuity. Simple interest & Compound			
		interest, Capital Recovery & Loan Amortization.			
		(Theory & Problem).			
	3	Sources of Financing, Shares, Debentures, Term loans,			
		Lease financing, Hybrid financing, Venture Capital,			
	4	Angel Investing and Private Equity, Warrants and			
		Convertibles (Theory Only).			
II		Capital Structure	12		18
	5	Cost of Capital: Basic Concepts. Cost of Debenture			
		Capital, Cost of Preferential Capital, Cost of Term			
		Loans, Cost of Equity Capital (Dividend discounting			
		and CAPM model) - Cost of Retained Earnings.			
		(Theory & Problem).			
	6	Determination of Weighted Average Cost of Capital			
		(WACC) and Marginal Cost of Capital. (Theory &			
		Problem).			
		<u>'</u>			
	7	Case Study on WACC.			
	7	Capital Structure & Market Value of a Firm. Theories			
		of Capital Structure – NI approach, NOI approach,			
		Modigliani Miller approach, Traditional Approach			
	8	(Theory & Problems)			
	0	Planning the Capital Structure: EBIT and EPS			
		Analysis. ROI & ROE Analysis. (Theory & Problems).			10
III		Investment Decisions	12		18
	9	Capital Budgeting process, Investment Evaluation			
	10	Techniques			
	10	Net Present Value	_		
	11	Profitability Index			

^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

	10	I		1	
	12	Internal Rate of Return	-		
	13	Modified Internal Rate of Return			
	14	Payback Period, Discounted Payback Period,			
	1.5	Accounting Rate of Return			
	15	Risk Analysis in Capital Budgeting- Sensitivity			
		Analysis, Scenario Analysis, Monte Carlo Simulation.			
		(Numerical Problems).			
	16	Understanding the role of working capital in business,			
		Factors			
IV		Dividend Decisions	12		18
	17	Dividend Policy, Types and Factors Influencing			
		Dividend Decision			
	18	Theories of dividend policy: Relevance of Dividend			
		Decision			
	19	Theories of dividend policy: Irrelevance of Dividend]		
		Decision			
	20	Walter's Model	1		
	21	Gordon's Model	1		
	22	Modigliani & Miller Approach			
V		Open Ended Module	1		
·	1	Crisis Management Simulations: Develop role-playing	12	10	
	1	exercises that place students amid a financial crisis	12	10	
		scenario (e.g., a sudden market crash, a cybersecurity			
		breach affecting financial data, or a liquidity crisis).			
		Task them with developing and presenting crisis			
		management strategies that include immediate			
		responses and long-term financial planning to mitigate			
		the impact.			
	2	Social Impact Investing Workshop: Organize			
		workshops that introduce students to the concept of			
		impact investing—investments made with the intention			
		to generate positive, measurable social and			
		environmental impact alongside a financial return.			
		Students can work on projects that involve designing			
		an impact investment strategy for a hypothetical			
		organization, emphasizing the alignment of financial			
	<u> </u>	returns with social goals.]		
	3	Digital Currency and Payment Systems Seminar: Host			
		a seminar series that covers the evolution and impact			
		of digital currencies and new payment systems on			
		traditional banking and financial transactions. Topics			
		could include blockchain technology, the rise of			
		cryptocurrencies, mobile payment innovations, and			
		central bank digital currencies (CBDCs). Invite			
		industry experts to provide insights and foster			
		discussion among students on the future of money and			
		payments.			
L	1	P	l .	J	l .

60~% Problem & 40~% Theory

Mapping of COs with PSOs and POs:

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	2	1	3	2	2	2	1	2	1	2
CO 2	2	3	1	3	2	3	1	2	2	1	3
CO 3	3	2	2	3	2	2	1	1	2	2	2
CO 4	2	3	1	3	2	1	2	1	1	2	1
CO 5	3	3	2	3	2	3	2	2	1	2	3

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

- 1. Summative Assessment (SA)
 - a. Written test
 - b. Open book test
 - c. Laboratory report
 - d. Problem based assignments
 - e. Individual project report
 - f. Case study report
 - g. Team project report
 - h. Literature survey
 - i. Standardized Test
- 2. Formative Assessment (FA)
 - a. Practical Assignment
 - b. Viva
 - c. Quiz

- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial work
- h. Home assignments
- i. Self and peer Assessments
- j. Oral presentations
- k. Observation of practical skills

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- 2. Chandra, P. (2011). Financial Management (8th ed.). Tata McGraw Hill.
- 3. Vishwanath, S. R. (2019). *Corporate Finance: Text and Cases* (3rd ed.). Sage Publishing.
- 4. Van Horne, J. C. (12th ed.). *Financial Management & Policy*. Pearson. [Note: The publication year is missing, which is crucial for APA format. It's recommended to find this detail for a complete citation.]
- 5. Mittra, I. S., Rai, S. K., Sahu, A. P., & Starn, H., Jr. (2015). *Financial Planning: Theory and Practice* (1st ed.). Sage Publishing.
- 6. Kothari, R. (2017). *Financial Management: A Contemporary Approach* (2nd ed.). Sage Publishing.

Programme	BBA						
Course Code							
Course Title	Foundations fo	Foundations for Business Analytics					
Type of Course	Core Course /	Minor					
Semester	2						
Academic Level	100-199						
Course Details	Credit	Lecture per	Tutorial	Practicum	Total Hours		
		week	per week	per week			
	4	4	-		60		
Pre-requisites							
Course	This course of	offers a con	nprehensive of	exploration of	fundamental		
Summary	principles and			•	0		
	with the basics	of probability	, covering ran	dom experime	nts and sample		
	spaces, the co				· ·		
	sampling meth	,		1 1			
	emphasis on u						
	1	practical implications in real-world scenarios. Overall, the course is					
		designed to equip participants with a robust foundation in business					
	analytics, foste	_	•	•	_		
	informed decisi	on-making in	diverse profes	ssional environ	ments.		

Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge	Evaluation Tools used
001	5		Category#	
CO1	Demonstrate a sound	U	C	Instructor-
	understanding of fundamental			created exams /
	Business Analytics concepts			Quiz
CO2	Develop proficiency in statistical	Ap	P	Practical
	analysis, including probability			Assignment /
	estimation using relative			Observation of
	frequency, joint probability, and			Practical Skills
	conditional probability			
CO3	Apply probability concepts to	Ap	P	Seminar
	make informed decisions in			Presentation /
	business contexts			Group Tutorial
				Work
CO4	Demonstrate competence in	Ap	P	Instructor-
	correlation analysis and			created exams /
	comprehend regression analysis,			Home
	in making managerial decision			Assignments
	making			_
CO5	Developing the ability to	Ap	P	Instructor-
	interpret and analyze index	1		created exams /
	numbers to assess changes in			Home
	prices, production, or other			Assignments
	economic indicators in the real			
	business scenario for decision			
	making			
CO6	Developing the ability to use time	Ap	P	Seminar
	series data to make predictions	•		Presentation /
	and forecasts for future trends			Group Tutorial
	and values			Work
* _ Pe	emember (R) Understand (U) Apply	(An) Analyses	(An) Evoluete (E)	Crosto (C)

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

Module	Unit	Content			External
			(60)	(30)	(70)
I		Introduction to Business Analytics & Probability	12	20	16
	1	Business Analytics, Why Analytics, Types of Business			
		Analytics.			
	2	Random Experiment, Sample Space, Event, Probability			
		Estimation using Relative Frequency, Algebra of Events.			
	3	Fundamental Concepts in Probability – Axioms of Probability,			
		Joint Probability			
	4	Marginal Probability, Independent Events, Conditional			
		Probability, Application of Simple Probability, Bayes' Theorem			
II		Theoretical distributions	12		18

^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

		Dandom Variables Drobability Dansity Franction (DDF) and			
	5	Random Variables, Probability Density Function (PDF) and			
		Cumulative Distribution Function (CDF) of a Continuous			
		Random Variable			
	6	Binomial Distribution,			
	7	Poisson Distribution			
	8	Normal Distribution, Chi-Square Distribution, Student's t-			
		Distribution, F-Distribution	1.5		40
III		Sampling, correlation and regression analysis	12		18
	9	Sampling and Estimation			
	10	Population Parameters and Sample Statistic,			
	11	Sampling, Probabilistic Sampling, Non-Probability Sampling,			
	12	Sample Size Estimation for Mean of the Population, Estimation			
		of Population Parameters			
	13	Central Limit Theorem			
	14	Correlation: - Meaning, significance and types; Methods of			
		Simple correlation			
	15	Karl Pearson's coefficient of correlation, Spearman's Rank			
		correlation			
	16	Regression - Meaning and significance			
	17	Regression vs. Correlation - Linear Regression, Regression lines			
		(X on Y, Y on X) and Standard error of estimate			
IV		Time Series and Index Number	12		18
	18	Meaning and Significance – Utility, Components of Time Series-			
		Measurement of Trend: Method of Least Squares			
	19	Parabolic Trend and Logarithmic Trend-			
	20	Index Numbers: Meaning and Significance,			
	21	Problems in Construction of Index Numbers, Methods of			
		Constructing Index Numbers – Weighted and Unweighted, Test			
		of Adequacy of Index Numbers,			
	22	Chain Index Numbers			
V		Open Ended Module	12	10	
	1	Analytics Case Competitions: Organize a case competition			
		where students work in teams to solve a current business issue			
		using analytics tools and methodologies. Companies could be			
		invited to present actual challenges they are facing, and students			
		would propose data-driven solutions.			
	2	Data Visualization Challenges: Host challenges where students			
		use tools like Tableau, Power BI, or Python libraries to create			
		compelling visualizations from raw data. The best visualizations			
		could be showcased to promote a culture of excellence and			
		creativity.			
	3	Analytics Blog or Newsletter: Students could contribute to a blog			
		or newsletter dedicated to business analytics, writing about new			
		tools, technologies, case studies, or their own project			
		experiences.			
<u> </u>	L	1 1		<u> </u>	I

80% Problems and 20% Theory

Mapping of COs with PSOs and POs:

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	2	1	3	2	2	2	1	2	1	3
CO 2	2	3	1	3	2	3	1	2	2	1	3
CO 3	3	2	2	3	2	2	1	1	2	2	3
CO 4	2	3	1	3	2	1	2	1	1	2	2
CO 5	3	3	2	3	2	3	2	2	1	2	3
CO 6	3	2	1	3	2	2	2	1	2	1	2

Correlation Levels:

Level	Correlation
ī	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
- b. Open book test
- c. Laboratory report
- d. Problem based assignments
- e. Individual project report
- f. Case study report
- g. Team project report
- h. Literature survey
- i. Standardized Test

Formative Assessment (FA)

a. Practical Assignment

- b. Viva
- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial work
- h. Home assignments
- i. Self and peer Assessments
- j. Oral presentations
- k. Observation of practical skills

REFERENCES

- 1. Kumar, U. (2017). Business analytics: The science of data-driven decision making. Wiley.
- 2. Gupta, S. C. (2016). Fundamentals of Statistics. Himalaya Publishing House.
- 3. Keller, G. (2014). Statistics for management and economics abbreviated. Nelson Education.
- 4. Levin, R. I. (2008). Statistics for management. Pearson Education India.
- 5. Sharma, J. K. (2010). Fundamentals of business statistics. Vikas Publishing House.
- 6. Bajpai, N. (2009). Business statistics. Pearson.

Programme	BBA								
Course Code									
Course Title	Spreadsheet M	Spreadsheet Modelling for Business							
Type of Course	SEC								
Semester	2								
Academic Level	100-199								
Course Details	Credit	Lecture per	Tutorial	Practical	Total Hours				
		week	per week	per week					
	3	2	-	2	60				
Pre-requisites	There are no pr	erequisites for	this course.						
Course	This Spreadsl	neet Modelli	ng for Bus	siness course	provides a				
Summary	comprehensive	overview and	hands-on exp	erience in utili	zing Microsoft				
	Excel for effective business decision-making. The course provides a								
	competitive edge by fostering practical application, making it an								
	invaluable reso	-	ssional develo	pment in toda	y's data-driven				
	business landsc	ape.							

CO	CO Statement	Cognitive	Knowledge	Evaluation
		Level*	Category#	Tools used
CO1	Comprehensive understanding of	U	С	Instructor-
	spreadsheet modelling techniques,			created exams

	ranging from basic functionalities to advanced tools and applications in business contexts.			/ Quiz
CO2	Impart practical skills to efficiently use Excel for various analytical and modelling tasks.	Ap	Р	Practical Assignment
CO3	Explore advancd analytics tools, and apply these skills to real-world business scenarios	Ap	Р	Seminar Presentation / Group Tutorial Work
CO4	Apply learned skills to practical business scenarios, including contact management, marketing, customer and vendor management, sales reporting, and invoice preparation.	Ap	p	Instructor- created exams / Home Assignments
CO5	Enable students to integrate their broader business knowledge with spreadsheet modelling skills.	U	С	One Minute Reflection Writing assignments

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

Module	Unit	Content	Hrs (60)	Internal (25)	External (50)
Ι		Spreadsheet Modelling for Business	8	10	8
	1	Introduction to Spreadsheet- Functions of Spreadsheet-			
		Spreadsheet Uses and Limitations.			
	2	Understanding Microsoft Excel, Excel Workbook Windows,			
		Basic Spreadsheet Skills, Excel Help System, Opening and			
		Closing and saving Workbooks.			
	3	Understanding Workbook File Formats, Creating New			
		Workbooks, Selecting Cells, AutoSum and AutoFill			
		Function, Cell Referencing and Request. Formatting Cells,			
		Formatting Numbers, Placing Cell Alignment, Cell, Rows			
		and Columns, Page Layouts in Excel.			
	4	Understanding Worksheets: Adding, moving and copying			
		Worksheets, Editing, Copying and Moving Cells,			
		Understanding Ribbons and Toolbar		-	
II		Entering Formulas into Excel	10		12
	5	Entering Formulas into Excel			
	6	Control-Flow Statements-Charts in Excel- Dash Board-			
		Sensitivity Analysis.			
	7	Creating Tornado Diagrams, Pivot Tables and charts.			

^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

	8	Modelling with IFPS and VBA			
III		Matrix Operations	11		15
	9	Matrix Operations			
	10	Regression Analysis			
	11	Macros - Recording and Editing			
	12	Lookup and Reference Functions			
	13	DCF-NPV and IRR Function			
	14	Data Tables			
	15	Database Manipulation			
	16	Workbook Sharing & Merging- Customizing Toolbars and			
		Menus			
	17	User-Defined Functions- Matrix Operations in Excel-			
		Auditing Tools			
IV		Pivot tables	11		15
	18	Using Pivot tables			
	19	Slicers -Report Filters for basic analytics, Contact			
		Management and Marketing with Excel.			
	20	Managing Customers, Vendors and Employees, Gaining			
		Product and Service Insights.			
	21	Sales reports using Excel			
	22	Supervising Sales with Excel, Preparing Invoices.			
V		Practicum	20		
	1	Practical Sessions by using Spreadsheet Softwares		15	
	2	Spreadsheet Modeling Contests: Host competitions where			
		students are given a set of data and a business problem to			
		solve within a limited time. This could be done individually			
		or in teams.			
	3	Industry Expert Sessions: Invite business professionals who			
		use spreadsheet modelling in their work to share their			
		experiences, challenges, and tips.			

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	2	1	2	2	2	2	1	2	1	3
CO 2	3	3	2	3	2	3	1	2	2	1	3
CO 3	3	3	2	3	2	2	1	1	2	2	3
CO 4	2	2	2	2	2	1	2	1	1	2	2
CO 5	3	2	2	3	2	3	2	2	1	2	3

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
- b. Open book test
- c. Laboratory report
- d. Problem based assignments
- e. Individual project report
- f. Case study report
- g. Team project report
- h. Literature survey
- i. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial work
- h. Home assignments
- i. Self and peer Assessments
- j. Oral presentations
- k. Observation of practical skills

REFERENCES

- 1. Excel 2016 Bible, John Walkenbach, John Wiley &Sons
- 2. Excel: Formulas & Functions, Robert Dinwiddie
- 3. Excel 2007 for Dummies by Greg Harvey
- 4. New Perspectives on Microsoft Office Excel2007
- 5. Microsoft Excel 2016 Step by Step, Curtis Frye

Programme	BBA
Course Code	

Course Title	Domestic Logi	stics Manager	nent					
Type of Course	Core Course							
Semester	3							
Academic Level	200 - 299							
Course Details	Credit	Lecture per	Tutorial	Practicum	Total Hours			
		week	per week	per week				
	4	4	-		60			
Pre-requisites								
Course	This course for	ocuses on dev	eloping a st	rong understar	nding of cost,			
Summary	revenue, and profit in a business, as well as recording and interpreting							
	financial data.	financial data. It provides students with the necessary knowledge and						
	skills to commu	unicate effectiv	ely using fina	ncial data.				

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Able to build strong foundation on theories, principles, and practices of Domestic Logistics Management	U	Category#	Instructor- created exams / Quiz
CO2	Able to solve the logistics problems and explore the opportunities and challenges in Domestic Logistics of the organization.	Ap	P	Practical Assignment / Observation of Practical Skills
CO3	Able to analyse and apply Logistic Strategies that foster a culture of innovation within an entrepreneurial environment.	Ар	Р	Seminar Presentation / Group Tutorial Work
CO4	Able to acquire a comprehensive understanding of the challenges and strategies involved in managing Logistics across Domestic and Global	U	С	Instructor- created exams / Home Assignments
CO5	Able to possess the knowledge and skills to integrate social and ethical consideration into Logistics in Decision making.	Ap	Р	One Minute Reflection Writing assignments
CO6	Able to proficient in leveraging technology for Logistics function and will gain expertise in implementing digital tools for planning and minimizing cost.	Ар	P	Viva Voce

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

^{# -} Factual Knowledge (F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

Module	Unit	Content	Hrs (60)	Internal (30)	External (70)
]	Basics of Domestic Logistics: Planning and Resourcing			
	1	Planning and Resourcing: Need for Planning, Fleet management,	•		
	2	Main types of road freight transport			
I	3	Transport resource requirements, Vehicle Routing and Scheduling Issues	12		17
	4	Data requirement			
	5	Manual methods of Vehicle Routing and Scheduling			
	6	Computer Routing and Scheduling			
	7	Information System Applications –GPS –RFID.			
		Domestic Logistics Operations	12		
	8	Vehicle Selection: Types of Vehicles, Types of Operations			
II	9	Load Types and Characteristics, Main Types of Vehicle Body			
11	10	Implications of Vehicle Selection, Vehicle acquisition			17
	11	Difference between Domestic and International Logistics			
		Operations			
		Documentation in Logistics		20	
	12	Documenting and Information Flow: Advices, Planning, FTL, LTL		20	
	13	Documentation, Road Receipts / Truck Receipts / Way Bills (RR / LR)			
III	14	Consignment Note CMR (EU & Canada)	12		
	15	Booking, Invoicing & Information Flow			18
	16	Long Haul, Coordination with Terminals			10
	17	Exceptional Loads (Project Cargo)			
	18	Driver licensing, Driver's Hours regulations, Road Transport Directive			
		Costing System in Logistics			
	19	Vehicle Costing: Reasons for Road freight transport vehicle Costing			
IV	20	Main types of costing systems, Vehicle standing costs, Vehicle running costs	12		18
	21	Overhead Costs, Costing the total transport operation			
	22	Whole life costing, Vehicle Cost Comparisons, Zero-Based			
		Budget.			
${f V}$		Open Ended Module	12	10	
	1	Case Study			
	2	Field visit, Industrial visit			
	3	Introduction of Software Packages	1		
	4	Collaborative Projects: Assign semester-long projects where students work in teams to design a comprehensive logistics			
	5	plan for a hypothetical or real company. Logistics Tools and Technology: Conduct workshops on the use of logistics software and technologies, such as Transportation Management Systems (TMS), Warehouse			

Management Systems (WMS), and Geographic Information Systems (GIS) for route planning.			
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	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	2	1	2	3	1	1	1	2	2	3
CO 2	3	3	2	3	2	3	2	1	2	2	3
CO 3	2	3	3	2	1	3	3	2	3	2	3
CO 4	3	3	3	3	3	3	2	3	2	3	2
CO 5	2	1	2	1	3	2	2	2	3	1	3
CO 6	3	3	3	1	2	2	3	3	3	3	2

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

- 1. Summative Assessment (SA)
 - a. Written test
 - b. Open book test
 - c. Laboratory report
 - d. Problem based assignments
 - e. Individual project report

- f. Case study report
- g. Team project report
- h. Literature survey
- i. Standardized Test
- 2. Formative Assessment (FA)
 - a. Practical Assignment
 - b. Viva
 - c. Quiz
 - d. Interview
 - e. Class Discussion
 - f. Seminar
 - g. Group Tutorial work
 - h. Home assignments
 - i. Self and peer Assessments
 - j. Oral presentations
 - k. Observation of practical skills

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- 1. Sule, D. R. (Year). Logistics of facility location and allocation. Marcel Dekker.
- 2. Rushton, A., Croucher, P., & Baker, P. (Year). Logistics and Distribution Management. CILT.
- 3. Taylor, D., & Brunt, D. (Eds.). (Year). Manufacturing operations and supply chain management: The LEAN approach. Thomson Learning.
- 4. Coyle, J. J., Bardi, E. J., & Langley, C. J. (Year). The management of business logistics. West Publishing Company.

Programme	BBA							
Course Code								
Course Title	Business And	Corporate Re	gulations					
Type of Course	Core Course	1 0						
Semester	3							
Academic Level	200-299							
Course Details	Credit	Lecture per	Tutorial	Practical	Total Hours			
		week	per week	per week				
	4	4	-	1	60			
Pre-requisites								
Course	This course ain	ns to introduc	e the students	to the regulate	ory framework			
Summary	of Indian busin	ess, to enable	students to u	understand the	different laws			
-	that affect busin	ness and to ex	pose the stude	ents to the vario	ous nuances of			
	operating busing	ness activities	and the lega	al compliances	pertaining to			
	them.			-				

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Understand the principles of contract formation, elements of a valid contract, contractual capacity, types of contracts, and remedies for breach of contract.	U	p	Standardized Test
CO2	Understand the legal principles governing the sale of goods.	Ap	P	Classroom Discussion
CO3	Develop a solid understanding of the key provisions and principles outlined in the Companies Act or relevant legislation.	Ap	Р	Observation and Practical Skills
CO4	Learn the process of forming a company, the different types of companies, and the associated legal requirements.	An	p	Case Study & Classroom Discussion
CO5	Develop a comprehensive understanding of the concept of winding up a company and the various circumstances that may lead to the decision to wind up.	An	p	Observation and Practical Skills

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

Module	Unit	Content	Hrs	Internal	External
			(60)	(30)	(70)
I		Business Laws	10	20	16
	1	Introduction –Nature of Business Law – Meaning and definition			
	2	Indian Contract Act, 1872: Contract: - Definition, Essentials of Valid Contract			
	3	Classification of Contracts			
	4	Offer and Acceptance, Consideration, Capacity to Contract,			
		Free Consent, Coercion, Undue influence			
	5	Misrepresentation, Fraud, Mistake, Void Agreements,			
	6	Discharge of Contract, Breach of Contract and Remedies			
	7	Contingent Contracts, Quasi Contract			
II		Sale Of Goods Act 1930	10		18
	8	Contract for Sale of Goods, Essentials of a Contract of Sale, Conditions and Warranties			
	9	Caveat Emptor – Sale by non-owners – Rules as to Delivery of goods – Un Paid Seller and his rights.			
III]	Introduction To Companies Act 2013 And Corporate			18
		Incorporation			

^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

	1.0	T . 1	- 10		
	10	Introduction to Companies Act, 2013: Objects of the Act –	18		
	- 1 1	Salient features of the Act			
	11	Meaning and definition of company, Features			
	12	Kinds of Companies: Private Company, Public Company			
		Associate Company, Dormant Company - One Person			
		Company, Small Company, Government Company, Lifting			
		of Corporate Veil.			
	13	Certificate of Incorporation - Memorandum and Articles of Association			
	14	Doctrine of Ultra Vires, Doctrine of Indoor Management			
	15	Directors: Appointment, Removal			
	16	Position, Powers, and Duties of Directors.			
	17	Company Secretary: Qualification, Appointment and Duties			
	18	Officer who is in default: Definition of Officer who is in			
	10	default			
	19	Liability of Independent Directors.			
IV		Corporate Liquidation			18
	20	Winding up of Companies: Mode of winding up of the	10		
		companies			
	21	Compulsory Winding up under the Order of the Tribunal			
		Voluntary winding up			
	22	Contributories - Payment of Liabilities			
V		Open Ended Module	12	10	
	1	Case Study Analysis: Students are given case			
		studies of landmark legal cases or recent legal			
		disputes involving corporate regulations. They			
		analyse the cases, focusing on the legal principles			
1		analyse the cases, focusing on the legal principles involved, the decisions made, and their implications			
		analyse the cases, focusing on the legal principles involved, the decisions made, and their implications for the business environment.			
		involved, the decisions made, and their implications for the business environment.			
		involved, the decisions made, and their implications for the business environment.Legislation Drafting Workshop: Students are tasked			
		 involved, the decisions made, and their implications for the business environment. Legislation Drafting Workshop: Students are tasked with drafting a piece of legislation or regulatory 			
		 involved, the decisions made, and their implications for the business environment. Legislation Drafting Workshop: Students are tasked with drafting a piece of legislation or regulatory guidelines for emerging industries (e.g., fintech, 			
		 involved, the decisions made, and their implications for the business environment. Legislation Drafting Workshop: Students are tasked with drafting a piece of legislation or regulatory guidelines for emerging industries (e.g., fintech, cryptocurrency, e-commerce) or for addressing 			
		 involved, the decisions made, and their implications for the business environment. Legislation Drafting Workshop: Students are tasked with drafting a piece of legislation or regulatory guidelines for emerging industries (e.g., fintech, cryptocurrency, e-commerce) or for addressing contemporary issues (e.g., data privacy, corporate 			
		 involved, the decisions made, and their implications for the business environment. Legislation Drafting Workshop: Students are tasked with drafting a piece of legislation or regulatory guidelines for emerging industries (e.g., fintech, cryptocurrency, e-commerce) or for addressing contemporary issues (e.g., data privacy, corporate social responsibility). 			
		 involved, the decisions made, and their implications for the business environment. Legislation Drafting Workshop: Students are tasked with drafting a piece of legislation or regulatory guidelines for emerging industries (e.g., fintech, cryptocurrency, e-commerce) or for addressing contemporary issues (e.g., data privacy, corporate social responsibility). Legal Research Project: Assign a research project 			
		 involved, the decisions made, and their implications for the business environment. Legislation Drafting Workshop: Students are tasked with drafting a piece of legislation or regulatory guidelines for emerging industries (e.g., fintech, cryptocurrency, e-commerce) or for addressing contemporary issues (e.g., data privacy, corporate social responsibility). Legal Research Project: Assign a research project where students investigate and report on the 			
		 involved, the decisions made, and their implications for the business environment. Legislation Drafting Workshop: Students are tasked with drafting a piece of legislation or regulatory guidelines for emerging industries (e.g., fintech, cryptocurrency, e-commerce) or for addressing contemporary issues (e.g., data privacy, corporate social responsibility). Legal Research Project: Assign a research project where students investigate and report on the evolution of a particular area of corporate law, 			
		 involved, the decisions made, and their implications for the business environment. Legislation Drafting Workshop: Students are tasked with drafting a piece of legislation or regulatory guidelines for emerging industries (e.g., fintech, cryptocurrency, e-commerce) or for addressing contemporary issues (e.g., data privacy, corporate social responsibility). Legal Research Project: Assign a research project where students investigate and report on the evolution of a particular area of corporate law, comparing different jurisdictions or analysing the 			
		 involved, the decisions made, and their implications for the business environment. Legislation Drafting Workshop: Students are tasked with drafting a piece of legislation or regulatory guidelines for emerging industries (e.g., fintech, cryptocurrency, e-commerce) or for addressing contemporary issues (e.g., data privacy, corporate social responsibility). Legal Research Project: Assign a research project where students investigate and report on the evolution of a particular area of corporate law, 			
		 involved, the decisions made, and their implications for the business environment. Legislation Drafting Workshop: Students are tasked with drafting a piece of legislation or regulatory guidelines for emerging industries (e.g., fintech, cryptocurrency, e-commerce) or for addressing contemporary issues (e.g., data privacy, corporate social responsibility). Legal Research Project: Assign a research project where students investigate and report on the evolution of a particular area of corporate law, comparing different jurisdictions or analysing the 			

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	2	2	2	2	2	1	2	2	2	2
CO 2	1	1	3	3	2	2	1	3	2	3	3
CO 3	1	1	2	2	2	2	1	2	2	2	2
CO 4	1	1	1	1	2	2	1	1	2	1	1
CO 5	1	1	3	3	2	2	1	3	2	3	3

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
- b. Open book test
- c. Laboratory report
- d. Problem based assignments.
- e. Individual project report
- f. Case study report
- g. Team project report
- h. Literature survey
- i. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz

- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial work
- h. Home assignments
- i. Self and peer Assessments
- j. Oral presentations
- k. Observation of practical skills

REFERENCES

- 1. Chandha, P.R. (Year). Business Law. Galgotia.
- 2.Desai, T.R. (Year). Indian Contract Act, Sale of Goods Act
- 3. Kapoor, N.D. (Year). Business Law. Sultan Chand & Sons.
- 4. Kuchal, M.C. (Year). Business Law. Vikas Publishing House.
- 5. Sheikh, S., & Rees, W. (1995). Corporate Governance & Corporate Control. Cavendish Publishing Ltd.
- 6.Taxmann. (2013). Companies Act 2013.
- 7. Taxmann. (Year). A Comparative Study of Companies Act 2013 and Companies Act 1956.
- 8. Wild, C., & Weinstein, S. (2009)

SUGGESTED READINGS:

- 1. A Book of Business Laws-Jena B and Mohapatra-Himalaya Publishing House
- 2. Arora Sushma-Business Law-Taxmann Publication
- 3. Business Law, Ashok Sharma, V.K. Global Publication.
- 4. Business Law-S K Matta, Geetika Matta, Vrinda Publications (P) Ltd
- 5. Business Laws: Das & Roy, Oxford University Press
- 6. Business Law-Tejpal Singh, Pearson Publication
- 7. C.A. Kamal Garg, Bharat's Corporate and Allied Laws, 2013,
- 8. Charles Wild, Stuart Weinstein Smith & Keenan, Company Law, Pearson Longman, 2009
- 9. Institute of Company Secretaries of India, Companies Act 2013,
- 10. CCH Wolter Kluver Business, 2013
- 11. Lexis Nexis, Corporate Laws 2013 (Palmtop Edition)

Programme	BBA
Course Code	
Course Title	Human Resource Management
Type of Course	Core Course / Minor

Semester	3				
Academic Level	200-299				
Course Details	Credit	Lecture per	Tutorial	Practicum	Total Hours
		week	per week	per week	
	4	4	1	0	60
Pre-requisites					
Course	This introducto	ory course is d	esigned to of	fer students a	comprehensive
Summary	overview of H	uman Resourc	e Managemer	nt (HRM) and	its critical role
	in today's dyn			1	0
	theoretical kno	wledge and p	oractical skills	s, the course	aims to equip
	students with a	n understandi	ng of the fund	damental princ	iples of HRM,
	including recru	itment, selecti	on, training ar	nd developmen	t, performance
	management,	employee rel	ations, and	compensation	management.
	Through a cre	ative and inte	eractive learn	ing approach,	students will
	engage in cas	se studies, s	imulations, a	and project-ba	sed activities,
	enabling them	to link HRM	I practices to	organizationa	l strategy and
	performance.	This course s	seeks to fost	er critical thi	nking, ethical
	decision-makin	g, and innovat	ive problem-s	solving skills a	mong students,
	preparing them	for effective I	HRM in divers	se and globalize	ed workplaces.

СО	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Able to build strong foundation on theories, principles, and practices of Human Resource Management	U	C	Standardized Test
CO2	Able to solve the human resource problems and explore the opportunities and challenges in human resource of the organization.	Ap	P	Observation and Practical Skills
CO3	Able to analyse and apply HR Strategies that foster a culture of innovation within an entrepreneurial environment.	Ap	Р	Classroom Discussion
CO4	Able to acquire a comprehensive understanding of the challenges and strategies involved in managing human resource across diverse culture (Inter culture, cross culture and global)	U	С	Standardized Test
CO5	Able to possess the knowledge and skills to integrate social and ethical consideration into HR Decision making.	Ap	Р	Case Study
* P.	Able to proficient in leveraging technology for HR function and will gain expertise in implementing digital tools for recruitment and learning & development.	Ap	P	Observation and Practical Skills

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P)

Module	Unit	Content	Hrs	Internal	External	
			60	30	70	
I	Und	derstanding the Nature and Scope of Human Resource				
		Management				
	1	Nature of HRM, HRM Functions, Objectives of HRM				
	2	Personnel Policies and Principles,	12		16	
	3	HRM Models: Harvard, Guest, Warwick, Ulrich Models	14		10	
	4	Human Capital Management,				
	5	Jobs in HRM, Internal & External Forces				
	6	Skills for HR Professionals, Line Manager				
II		HR Planning	12		18	
	7	Forecasting future workforce needs, Conducting job				
		analysis and job design, job evaluation & its process				
	8	Role of Job descriptions and Specifications, Recruitment				
		Methods and Sources				
	9	Selection Processes and Techniques, Interviewing Skills				
		and Techniques				
	10	Placement, Employee Onboarding, Training &				
		Development				
III		Training & Development	12		18	
	11	Identifying Organizational Needs, Orientation, Training				
		& its Process,	4			
	12	Development: On the Job & Off the Job Management		20		
		Development Programmes (MDP), Executive				
	10	Development Programme (EDP)	4			
	13	Career Development, Role & Challenges of Career				
TX 7		Development,	10		10	
IV	1.4	Organizational Culture & Emerging Trends	12		18	
	14	Performance Management: Nature, Objectives,				
		Performance appraisal, Principles, Legal Aspects of				
	1.5	Appraisal Employee engagement: Neture Type Drivers				
	15	Employee engagement: Nature, Type, Drivers				
	16	Compensation management: Nature, Components, Theories, Factors				
	17	Feedback and Improvement Strategies	+			
	18	Performance Improvement and Corrective Action	+			
	19	Components of Pay: Salary, Incentives, Bonus,	+			
	19	Commission, Perks, Others				
	20	Separation: Nature & Types, Transfer, Conflict: Nature,	1			
	20	Causes & Resolving Conflict				
	21	Global HRM: Domestic Vs International, Recruitment &	1			
		Selection in International HRM, Different Approaches,				
		HCN, PCN, TCN				
	22	Expatriate & its Role, Repatriation, Inpatriation,	1			
[Liputinio et ilo reore, reputitution, imputitution,	1	l .		

		Challenges in IHRM			
	23	Multi Culturalism, HRM and MSME: HR Strategies for MSME, Problems & Challenges			
	24	HR Information System & Ethical aspects of HRM			
V		Open Ended Module	12	10	
	1	Role-Playing Exercises: Organize role-playing exercises			
		where students assume the roles of HR professionals,			
		employees, or management facing various HR-related			
		situations, such as conducting job interviews, negotiating			
		salaries, or managing conflicts.			
	2	Guest Speaker Sessions: Invite HR professionals from			
		diverse industries to share their experiences, challenges,			
		and best practices in HRM.			
	3	Case Study Analysis: Use case studies of organizations			
		facing HR challenges to encourage critical thinking and			
		application of HRM theories. Students can work in			
		groups to analyse cases, propose solutions, and present			
		their findings, fostering teamwork and analytical skills.			
	4	HR Policy Design Project: Assign students to design an			
		HR policy for a hypothetical organization, covering			
		aspects such as recruitment, diversity and inclusion,			
	_	performance management, and employee engagement.			
	5	Workplace Diversity Workshop: Conduct workshops on			
		managing diversity and inclusion in the workplace.			
		Activities can include discussions, simulations, and			
		exercises designed to raise awareness and promote			
		understanding of diversity issues in HRM.			

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	2	1	2	3	1	1	1	2	2	2
CO 2	3	3	2	3	2	3	2	1	2	2	3
CO 3	2	3	3	2	1	3	3	2	3	2	2
CO 4	3	3	3	3	3	3	2	3	2	3	1
CO 5	2	1	2	1	3	2	2	2	3	1	3

CO 3	3	3	1	2	2	3	3	3	3	3	
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Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
- b. Open book test
- c. Laboratory report
- d. Problem based assignments
- e. Individual project report
- f. Case study report
- g. Team project report
- h. Literature survey
- i. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial work
- h. Home assignments
- i. Self and peer Assessments
- j. Oral presentations
- k. Observation of practical skills

REFERENCES

- 1. Aswathappa, K. Human resource management (8th ed.). McGraw Hill.
- 2. Dessler, G. Fundamentals of human resource management. Pearson.
- 3. DeCenzo, D. A., Robbins, S. P., & Verhulst, S. L. Human resource management.

- Rao, V. S. P. Human resource management. Excel Books.
 Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. Fundamentals of human resource management. McGraw Hill.

Programme	BBA						
Course Code							
Course Title	Strategic Cost	Analysis					
Type of Course	Core Course						
Semester	3						
Academic Level	200-299						
Course Details	Credit	Lecture per	Tutorial	Practical	Total Hours		
		week	per week	per week			
	4	4	-	-	60		
Pre-requisites							
Course	This course a	ims to equip	students w	ith the neces	sary skills to		
Summary	effectively und	erstand and ap	pply managen	nent accounting	g principles in		
	business decis	ions. As the	course progr	esses, student	s will gain a		
	comprehensive	understanding	g of cost conce	epts, budgeting	, and decision-		
	making process	ses. They will	learn how to	interpret, anal	yze, and make		
	decisions using management accounting information. This course will						
	provide studen	ts with practic	cal experience	in manageme	ent accounting,		
	preparing ther	n for roles	in financial	analysis, mar	agement, and		
	consulting.						

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Understand the role and importance of management and cost accounting in business decisions making	U	C	Standardized Test
CO2	Students will be able to understand, develop and apply the techniques of costing in the decision-making in the business corporates.	Ap	P	Classroom Discussion
CO3	Students will be able to understand, develop, prepare and present the cost reports of business corporates	Ap	Р	Observation and Practical Skills
CO4	Understand and apply and develop interpretation skill in analysing various costing methods	U	С	Standardized Test
CO5	Students will be able to acquire knowledge and skills to adopt techniques for reducing costs, improving profits, and controlling deviations in a business unit.	Ap	Р	Observation and Practical Skills

- * Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)
- # Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

Module	Unit	Content	Hrs (60)	Internal (30)	External (70)
I		Introduction to Cost Accounting	5	20	16
	1	<u> </u>			
		Cost: Definition, Meaning and Scope			
	2	Cost classification, Elements of Cost, Cost units, Cost			
		Centre, Types			
	3	Cost Sheet, Preparation of Cost Sheet (Simple			
		Problems only)			
	4	Methods and Techniques of Costing, Management			
		Accounting: Meaning and Scope Objectives			
	5	Cost Accounting: Definition, Meaning, Scope &			
		Importance Management Accounting: Definition,			
		Meaning, Scope & Importance			
	6	Difference between Cost Accounting, Financial			
		Accounting and Management Accounting.			
II	Mat	erial Labour and Overheads accounting and analysis	17		18
	7	Materials Control – Concept and Techniques,			
		Procurement Procedures			
	8	Methods of Purchasing, Issue of Material; Stock			
		Verification, Methods of Pricing of Material: FIFO,			
		LIFO, Simple Average, Weighted Average			
	9	Accounting and Control of Material Losses, Inventory			
		Management, and its technique.			
		(Simple Problems Only)			
	10	Meaning and Classification of Labour Costs, Control of			
		Labour Costs: Time Keeping and Time Booking,			
		Payroll Procedures, Time Recording, Overtime and Idle			
		Time, Labour turnover and Remedial Measures			
	11	(Simple Problems Only)			
	11	Overhead- Meaning and Definition, Concepts of			
		Overhead Allocation, Apportionment and Absorption			
***		of Overheads. (Simple Problems Only)	4=		10
III		Decision Making with Management Accounting	17		18
	12	Information			
	12	Process Costing, Meaning, Features			
	12	Normal and Abnormal Loss Magainal Coating Concent Magains and Computation			
	13	Marginal Costing- Concept-Meaning and Computation			
	1.4	of contribution, PV ratio, Margin of Safety			
	14	BEP- Construction of Break-Even Chart - Profit			
		Planning			

	1.5	C III D C A 1 '		I	
	15	Cost Volume Profit Analysis			
	16	Standard Costing			
	17	Variance Analysis for Materials, Labour and Overheads			
		and Accounting Treatment of Variances			
	18	Activity-Based Costing (ABC), Relevant costing for			
		decision making			
IV		Budgeting and Control	9		18
	19	Budgetary Control: Concepts of Budget and Budgetary			
		Control			
	20	Types of Budgets, Fixed and Flexible and Cash			
		Budgets			
	21	Preparation and Interpretation of Cash, Flexible and			
		Fixed Budget			
	22	Zero Base Budgeting			
V		Open Ended Module		10	
		A session with an industry expert to discuss	12		
		real-world applications and trends in			
		Management Accounting			
		Hands-on: Reading and Interpreting Simple			
		Cost Sheets			
		 Hands-on: Making decisions using CVP 			
		analysis and relevant costing			
		Hands-on: Calculating and analysing costs using			
		ABC			
		Hands-on: Preparing budgets and performing			
		variance analysis			
	1	ranial dialysis			

(Theory and Problems may be in the ratio of 30% and 70% respectively)

Mapping of COs with PSOs and POs:

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6
CO 1	3	3	2	1	3	2	2	2	2	2
CO 2	3	2	2	2	3	3	2	2	2	2
CO 3	3	2	1	1	3	3	2	2	2	2
CO 4	3	3	2	2	3	3	1	2	2	2
CO 5	3	2	2	1	3	3	2	2	2	2

Correlation Levels:

Level Correlation

-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
- b. Open book test
- c. Laboratory report
- d. Problem based assignments
- e. Individual project report
- f. Case study report
- g. Team project report
- h. Literature survey
- i. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Ouiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial work
- h. Home assignments
- i. Self and peer Assessments
- i. Oral presentations
- k. Observation of practical skills

REFERENCES

- 1. Maheshwari, S.N. (2013). Cost and Management Accounting. Sultan Chand & Sons.
- 2. Pandey, I.M. (2013). Management Accounting. Vikas Publishing House.
- 3. Zad, N.S. (2019). Cost & Management Accounting. Taxmann Publications Pvt. Ltd.
- 4. Jain, D. (2020). Cost & Management Accounting. Taxmann Publications Pvt. Ltd.
- 5. Jain, S.P., & Narang, K.L. (2019). Cost and Management Accounting. Kalyani Publishers.
- 6. Saxena, V.K., & Vashist, C.D. (2019). Cost and Management Accounting. Sultan Chand & Sons.
- 7. Arora, M.N. (2019). Cost and Management Accounting (Theory and Problems). Himalaya Publishing House.

SUGGESTED READINGS:

1. "Strategic Management Accounting: How Far Have We Come in 25 Years?" by Kim Langfield-Smith, Journal of Management Accounting Research

- 2. "The Role of Activity-Based Costing in Strategic Cost Management: A Case Study" by Kaplan, R.S., and Anderson, S.R., Accounting, Organizations and Society
- 3. "Value Chain Analysis in Strategic Cost Management: A Critical Review" by Michaela Blahová, Procedia Economics and Finance
- 4. "Integrating Strategic Cost Management with Enterprise Risk Management: A Conceptual Framework" by Smith, M., and Goddard, A, Management Accounting Research
- 5. "Cost Management, Strategic Orientations and Value Creation in a Global Context" by Dossi, A., and Patelli, L., European Accounting Review
- 6. "Strategic Cost Analysis for Competitive Advantage: An Overview" by Shank, J.K., and Govindarajan, V, Journal of Cost Management

Programme	BBA				
Course Code					
Course Title	Skills For Emp	oloyability			
Type of Course	SEC				
Semester	3				
Academic	200 – 299				
Level					
Course Details	Credit	Lecture per	Tutorial	Practicum	Total Hours
		week	per week	per week	
	3	2	-	2	60
Pre-requisites					
Course	This comprehe	nsive employs	ability course	is designed t	o empower students
Summary	with essential s	skills for a su	ccessful trans	ition into the	workforce. Covering
	_	-	• •		tegies, professional
				<u> </u>	digital literacy, the
		•	-	-	pplications. Students
					bb search techniques,
					skills. The course
	emphasizes th	=	-	=	
		-		_	n time management,
					s. With an emphasis
		-	_	-	idents will be well-
		_	-	•	market, contribute
		o their choses	n professions,	, and foster a	mindset of lifelong
	learning.				

CO	CO Statement	Cognitive	Knowledge	Evaluation
		Level*	Category#	Tools used

Cover Letter Development. Cover Letter Development. Cobservation of Practical Skills CO2 Enhance Proficient Job Search Strategies CO3 Fostering Professional Communication Skills: CO4 Development of Critical Thinking and Problem-Solving Competence CO5 Ensuring Adaptability and Resilience in the Workplace CO6 Excelling in Strategic Online Presence and Networking Mastery Ap P Seminar Presentation / Group Tutorial Work CO6 Excelling in Strategic Online Presence and Networking Mastery Ap P Seminar Presentation / Group Tutorial Work CO6 Excelling in Strategic Online Presence and Networking Tutorial Work CO7 Development of Critical U C C Practical Assignment / Observation of Practical Skills CO7 Excelling in Strategic Online Presence and Networking Presentation / Group Tutorial Work	CO1	Construct effective Resume and	U	С	Practical
CO2 Enhance Proficient Job Search Strategies CO3 Fostering Professional CO4 Development of Critical Thinking and Problem-Solving Competence CO5 Ensuring Adaptability and Resilience in the Workplace CO6 Excelling in Strategic Online Presentation / Group Tutorial Work CO6 Excelling in Strategic Online Presentation / Group Tutorial Work Ap P Seminar Presentation / Observation of Practical Skills CO5 Ensuring Adaptability and Resilience in the Workplace CO6 Excelling in Strategic Online Presence and Networking Mastery OF Seminar Presentation / Group Tutorial Work CO6 Excelling in Strategic Online Presence and Networking Mastery OF Seminar Presentation / Group Group		Cover Letter Development.			_
Skills		-			
CO2 Enhance Proficient Job Search Strategies CO3 Fostering Professional Communication Skills: CO4 Development of Critical Thinking and Problem-Solving Competence CO5 Ensuring Adaptability and Resilience in the Workplace CO6 Excelling in Strategic Online Presence and Networking Mastery CO7 Enhance Proficient Job Search Presentation / Group Tutorial Work CO8 Enhance Proficient Job Search Presentation / Group Tutorial Work CO9 Practical Assignment / Observation of Practical Skills CO5 Ensuring Adaptability and Resilience in the Workplace CO6 Excelling in Strategic Online Presence and Networking Mastery CO7 Practical Assignment / Observation of Practical Skills CO8 Excelling in Strategic Online Ap P Seminar Presentation / Group CO9 Freence and Networking Presentation / Group					
Strategies Presentation / Group Tutorial Work					Skills
Group Tutorial Work CO3 Fostering Professional Communication Skills: CO4 Development of Critical Thinking and Problem-Solving Competence CO5 Ensuring Adaptability and Resilience in the Workplace CO6 Excelling in Strategic Online Presence and Networking Mastery CO7 Practical Assignment / Observation of Practical Skills P Seminar Presentation / Group Tutorial Work P Seminar Presentation / Group	CO2	Enhance Proficient Job Search	Ap	P	
CO3 Fostering Professional Communication Skills: CO4 Development of Critical Thinking and Problem-Solving Competence CO5 Ensuring Adaptability and Resilience in the Workplace CO6 Excelling in Strategic Online Presence and Networking Mastery CO7 Fostering Professional Appoint Presentation / Group Tutorial Work CO8 Ensuring Adaptability and Appoint Presentation / Group Tutorial Work CO9 Excelling in Strategic Online Presence and Networking Mastery CO9 Fostering Presentation / Appoint Presentation / Group Presentation / Group Group		Strategies			Presentation /
CO3 Fostering Professional Communication Skills: CO4 Development of Critical Thinking and Problem-Solving Competence CO5 Ensuring Adaptability and Resilience in the Workplace CO6 Excelling in Strategic Online Presence and Networking Mastery Ap P Seminar Presentation / Group Tutorial Work Ap P Seminar Presentation / Group Tutorial Work Ap P Seminar Presentation / Group Tutorial Work					Group
Communication Skills: Communication Skills: CO4 Development of Critical Thinking and Problem-Solving Competence CO5 Ensuring Adaptability and Resilience in the Workplace CO6 Excelling in Strategic Online Presence and Networking Mastery Presentation / Group Tutorial Work CO6 Excelling in Strategic Online Presence and Networking Mastery Presentation / Group Presentation / Group Presentation / Group Group					Tutorial Work
CO4 Development of Critical Thinking and Problem-Solving Competence CO5 Ensuring Adaptability and Resilience in the Workplace CO6 Excelling in Strategic Online Presence and Networking Mastery CO7 Practical Assignment / Observation of Practical Skills P Seminar Presentation / Group Tutorial Work CO6 Excelling in Strategic Online Presence and Networking Mastery CO7 Development of Critical U C Practical Assignment / Observation OF Practical Skills P Seminar Presentation / Group Group CO8 Fractical Assignment / Observation OF Practical Skills CO8 Practical Assignment / Observation OF Practical Skills P Seminar Presentation / Group	CO3	Fostering Professional	Ap	P	Seminar
CO4 Development of Critical Thinking and Problem-Solving Competence CO5 Ensuring Adaptability and Resilience in the Workplace CO6 Excelling in Strategic Online Presence and Networking Mastery Tutorial Work C Practical Assignment / Observation of Practical Skills Ap P Seminar Presentation / Group Tutorial Work CO6 Excelling in Strategic Online Presence and Networking Mastery Tutorial Work Ap P Seminar Presentation / Group		Communication Skills:			Presentation /
CO4 Development of Critical Thinking and Problem-Solving Competence CO5 Ensuring Adaptability and Resilience in the Workplace CO6 Excelling in Strategic Online Presence and Networking Mastery CO7 Development of Critical U C Practical Assignment / Observation Observation Of Practical Skills Ap P Seminar Presentation / Group Tutorial Work CO6 Excelling in Strategic Online Presence and Networking Mastery CO7 Development of Critical Assignment / Observation Of Practical Skills P Seminar Presentation / Group Of Of Of Office Practical Offic					
Thinking and Problem-Solving Competence Assignment / Observation of Practical Skills CO5 Ensuring Adaptability and Resilience in the Workplace Presentation / Group Tutorial Work CO6 Excelling in Strategic Online Presence and Networking Mastery Ap P Seminar Presentation / Group Group Group					Tutorial Work
Competence Competence Competence Competence Competence Cos Ensuring Adaptability and Resilience in the Workplace Cos Ensuring Adaptability and Resilience in the Workplace Cos Excelling in Strategic Online Presence and Networking Mastery Cos Excelling in Strategic Online Presence and Networking Group Cos Excelling in Strategic Online Presentation / Group	CO4	Development of Critical	U	С	
CO5 Ensuring Adaptability and Resilience in the Workplace CO6 Excelling in Strategic Online Presence and Networking Mastery Of Practical Skills Ap P Seminar Presentation / Group Tutorial Work Ap P Seminar Presentation / Group Group		Thinking and Problem-Solving			
CO5 Ensuring Adaptability and Resilience in the Workplace Ap P Seminar Presentation / Group Tutorial Work CO6 Excelling in Strategic Online Presence and Networking Mastery Ap P Seminar Presentation / Group Group Group		Competence			
CO5 Ensuring Adaptability and Resilience in the Workplace CO6 Excelling in Strategic Online Presence and Networking Mastery Ap P Seminar Presentation / Group Tutorial Work Ap P Seminar Presentation / Group Group					
Resilience in the Workplace Resilience in the Workplace Presentation / Group Tutorial Work CO6 Excelling in Strategic Online Presence and Networking Mastery Presentation / Group Group					Skills
Group Tutorial Work CO6 Excelling in Strategic Online Presence and Networking Mastery Group Tutorial Work P Seminar Presentation / Group	CO5	Ensuring Adaptability and	Ap	P	Seminar
CO6 Excelling in Strategic Online Ap P Seminar Presence and Networking Mastery Group		Resilience in the Workplace			Presentation /
CO6 Excelling in Strategic Online Ap P Seminar Presence and Networking Mastery Group		-			Group
Presence and Networking Mastery Presentation / Group					Tutorial Work
Mastery Group	CO6	Excelling in Strategic Online	Ap	P	Seminar
Mastery		Presence and Networking			Presentation /
Tutorial Work					
Tutofiai Work					Tutorial Work

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

Module	Unit	Content	Hrs	Internal	External
			(60)	(25)	(50)
Ι		Career Exploration and Planning	7	10	12
	1	Self-assessment tools for identifying Strengths, Interests, and			
		Values Personality Assessments, Skills Inventory			
	2	Development of Personalized Career Plans aligned with			
		Individual Aspirations, Goal-setting Strategies			
	3	Creation of Career Development Plan, Significance of			
		Mentorship and Guidance			
	4	Understanding Market Trends and Demands for Career			
		Decision-Making, Market Analysis Trend Analysis			
II	Job Search Strategies		7		12
	5	Crafting Effective Resumes and Cover letters, Resume			
		Building,			
		Cover Letter Writing, Feedback, Grievances Handling			

^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P)
Metacognitive Knowledge (M)

					,
	6	Strategic Online Presence for Career Advancement,			
		Immersive Exploration of Job Search Platforms			
	7	Leveraging multimedia elements for Online Persona,			
		Utilization of Advanced Search Features, Industry			
		Influencers			
	8	Integration of Technology in Career Research and Planning,			
		Online Platforms for Career Exploration, LinkedIn portfolios			
		and Digital Resumes			
III		Professional Communication	8		13
	9	Effective written communication in a professional context			
		Business writing skills - Email etiquette and formal			
		communication - Documenting and reporting			
	10	Business Etiquette and Workplace Communication Protocols,			
		Understanding Office Culture			
	11	Enhancing Verbal Communication skills for Effective			
		Collaboration			
		Public Speeking Skills Team Communication			
	12	Public Speaking Skills, Team Communication Presentation Skills			
	13	Conflict Resolution Skills			
	14	Cross-cultural communication and its Importance in a			
	14	<u> </u>			
		Globalized Workplace - Cultural Sensitivity, Developing a Global Mindset			
IV			8		13
1 1	15	Critical Thinking and Problem-Solving Developing Analytical and Critical thinking skills	O		13
	16	Problem-Solving Methodologies—Real-World Problem-			
	10	Solving Scenarios			
	17	Decision-Making Processes in Professional Scenarios,			
	18				
	19	Decision-Making Frameworks Tool of the Decision Making Edited Decision Making			
		Techniques for Decision Making, Ethical Decision-Making			
	20	Critical evaluation of Information and Data - Information			
	21	Literacy Skills			
	21	Evaluation of the Credibility of Sources			
	22	Creativity and Innovation in addressing Workplace			
		Challenges -			
V		Dungtianus	20	15	
•	1	Professional Pitch Competition: Organiza a competition	30	15	
	1	Professional Pitch Competition: Organize a competition			
		where students develop and present a pitch about themselves,			
		highlighting their skills, experiences, and unique value			
	2	proposition to potential employers. Digital Portfolio Development: Encourage students to create			
		digital portfolios showcasing their academic projects,			
		internships, volunteer experiences, and skills.			
	3	Professional Networking Events: Host networking events or			
)	"speed networking" sessions with alumni, industry			
		professionals, and employers.			
	4	Soft Skills Workshops: Conduct workshops focused on			
	4				
		developing soft skills such as emotional intelligence, conflict			

	resolution, time management, and adaptability. Incorporate		
	role-playing scenarios, group discussions, and reflective		
	exercises to engage students in active learning.		
5	Personal Branding and Online Presence Workshop: Offer		
	workshops on building a professional online presence,		
	including LinkedIn profile optimization, professional		
	blogging, and the effective use of social media for career		
	development.		

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	2	1	2	2	2	2	1	2	1	2
CO 2	3	3	2	3	2	3	1	2	2	1	3
CO 3	3	3	2	3	2	2	1	1	2	2	2
CO 4	2	2	2	2	2	1	2	1	1	2	1
CO 5	3	2	2	3	2	3	2	2	1	2	3
CO 6	2	2	3	2	2	3	1	1	2	2	3

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

ASSESSMENT RUBRICS:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
- b. Open book test

- c. Laboratory report
- d. Problem based assignments
- e. Individual project report
- f. Case study report
- g. Team project report
- h. Literature survey
- i. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial work
- h. Home assignments
- i. Self and peer Assessments
- j. Oral presentations
- k. Observation of practical skills

REFERENCES

- 1. Locker, K. O., & Kaczmarek, S. K. (Year). Business Communication: Building Critical Skills. McGraw-Hill Education.
- 2. Reardon, R. D., Lenz, J. G., & Sampson, J. P., Jr. (Year). Career Development and Planning: A Comprehensive Approach. Cengage Learning.
- 3. Rose, E., & Stanton, P. (Year). Employment Relations: Theory and Practice. McGraw-Hill Education.
- 4. Chesebro, J. L., & Jaeger, A. J. (Year). Professional Communication at Work: Interpersonal Strategies for Career Success. Routledge.
- 5. David, F. R., & David, F. R. (Year). Strategic Management: Concepts and Cases. Pearson.
- 6. Dessler, G. (Year). Human Resource Management. Pearson.
- 7. Velasquez, M. G. (Year). Business Ethics: Concepts and Cases. Pearson.

SUGGESTED READINGS:

A-BOOKS

- 1. Atomic Habits: An Easy & Proven Way to Build Good Habits & Break Bad Ones" by James Clear, Publisher: Penguin Random House
- 2. Grit: The Power of Passion and Perseverance" by Angela Duckworth, Publisher: Scribner
- 3. "Mindset: The New Psychology of Success" by Carol S. Dweck, Publisher: Ballantine Books
- 4. Deep Work: Rules for Focused Success in a Distracted World" by Cal Newport, Publisher: Grand Central Publishing

B- ARTICLES

- 1. "The Impact of Soft Skills on Employability", Journal: Journal of Vocational Behavior
- 2. Author: David Blustein, Ronald L. Jacobs, or Jia Wang.
- 3. "Innovations in Career Development for Enhancing Employability", Journal: Career

- Development International, Author: Wendy Patton, Wendy Hirsh, or Jenny Bimrose
- 4. "The Role of Education and Training in Improving Employability", Journal: Higher Education Research & Development, Author: Tony Watts, Deirdre Hughes, or Lorna Unwin.
- 5. "Employability in the Digital Age: Skills and Competencies Required", Journal: International Journal of Human Resource Management, Author: Peter Sloane, Phillip Brown, or Sally-Anne Barnes.
- 6. "Assessment and Measurement of Employability Skills", Journal: Assessment & Evaluation in Higher Education, Author: Trudy S. Knowles, Ronald S. Landis, or Joy Beatty.

Programme	BBA					
Course Code						
Course Title	Decision Scien	ce				
Type of Course	Core Course					
Semester	4					
Academic Level	200-299					
Course Details	Credit	Lecture per	Tutorial	Practicum	Total Hours	
		week	per week	per week		
	4	4	1		60	
Pre-requisites						
Course	This course for	cuses on helps	ing the studer	nts to gain kn	owledge about	
Summary	various concep	ts of Operation	ons Research	and to identif	y and develop	
	operational research models from the verbal description of the real					
	system and tra	system and train them to apply the operations research tools that are				
	needed to solve	optimization	problems.			

CO	CO Statement	Cognitive	Knowledge	Evaluation
		Level*	Category#	Tools used
CO1	To develop an understanding of	U	C	Instructor-
	basic management science			created exams /
	techniques and their role in			Quiz
	managerial decision-making			
CO2	To help the students to translate	Ap	P	Practical
	business situation into quantitative			Assignment /
	models for optimal decision			Observation of
	making			Practical Skills
CO3	Building capabilities in the	Ap	P	Seminar
	students for analyzing different			Presentation /
	situations in the industrial/			Group Tutorial
	business scenario involving limited			Work
	resources and finding the optimal			
	solution within constraints.			

CO4	To familiarize the students with the scope and applications of OR tools in Managerial decision making	U	С	Instructor- created exams / Home Assignments
CO5	To apply these techniques constructively to make effective business decisions.	Ap	Р	One Minute Reflection Writing assignments
CO6	To develop mathematical models for a real-life situation and problems in Business and Management	Ap	Р	Viva Voce

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

Module	Unit	Content	Hrs (60)	Internal (30)	External (70)
I		Introduction to Operations Research	10	20	16
	1	Operations Research - Meaning, Scope and Limitations Methodology of OR		_0	10
	2	OR models, Applications of OR, Importance of Ethics in OR			
	3	Methodology of OR			
	4	Importance of Ethics in OR			
	5	Linear Programming – Basic Concepts, Application in Management Decision-Making			
	6	Mathematical Formulation, Graphical Solution Model			
II		Transportation and Assignment Problems			
	7	Transportation Problem - Initial Basic Feasible Solution (North West Corner Rule, Vogels Approximation Method).	8		18
	8	Test for Optimality (The Modified Distribution (MODI) Method)			
	9	Assignment Problem – Introduction, Solution Methods (Hungarian Method)			
	10	Maximization in Assignment Problem – Unbalanced Assignment Problem			
	11	Travelling Salesman Problem			
III		Network Analysis			
	12	Network Analysis – Introduction, Rules for constructing a			
	13	Network, Different Time Calculations.	10		18
	13	CPM and PERT - Time Estimation, Critical Path Merits and Demerits of CPM & PERT	10		10
	15	Difference between PERT and CPM	1		

^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

IV		Business in the Factor Market			
	16	Decision Theory- Decisions under Certainty, Uncertainty			
	17	Risk and Conflict, Payoff Matrix, Decision Tree			
	18	Game Theory - Concept and Definition			
	19	Solution Methods of Pure Strategy games (with Saddle			
		Point)	12		
	20	Theory of Replacement: Introduction			18
	21	Replacement Models			
	22	Replacement of items that deteriorates gradually (value of			
		money does not change with time)			
V		Open Ended Module			
		• Familiarization with Project Management Software			
		Packages	12	10	
		• Decision Science Hackathons: Organize			
		hackathons where students form teams to tackle a			
		complex decision-making problem within a limited			
		time frame. This could involve developing a			
		business strategy, designing a solution to a social			
		issue, or creating a new product concept.			

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	3	2	2	3	3	1	2	1	2	2
CO 2	3	3	2	2	3	3	1	2	1	3	3
CO 3	3	3	2	2	3	3	1	2	1	3	2
CO 4	3	3	2	2	3	3	1	2	1	2	1
CO 5	3	3	2	3	3	3	1	2	1	3	3
CO 6	2	2	3	2	2	3	1	1	2	2	

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
- b. Open book test
- c. Laboratory report
- d. Problem based assignments
- e. Individual project report
- f. Case study report
- g. Team project report
- h. Literature survey
- i. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial work
- h. Home assignments
- i. Self and peer Assessments
- j. Oral presentations
- k. Observation of practical skills

REFERENCES

- 1. Kapoor V K, Operations Research (Techniques for Management), Seventh edition, Sultan Chand & Sons
- 2. Sharma J K, Operations Research (Theory & Practices), Second edition, Macmillan India Ltd.
- 3. Hamdy A Taha, An Introduction to Operations Research, Seventh edition, Prentice Hall India
- 4. Kothari C R, An introduction to Operations Research, Third edition, Vikas Publishing House
- 5. Ronald L. Rardin, Optimization in Operations Research, Pearson Education, India **SUGGESTED READINGS:**

Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]

1 https://nptel.ac.in/courses/111/105/111105077/

Programme	BBA						
Course Code							
Course Title	Organizationa	l Behaviour					
Type of Course	Core Course						
Semester	4						
Academic Level	200 -299						
Course Details	Credit	Lecture per	Tutorial	Practicum	Total Hours		
		week	per week	per week			
	4	3	-	2	75		
Pre-requisites							
Course	Organizational	Behavior in	Bachelor of	Business Adı	ministration is		
Summary	designed to pro	vide students	with a compre	ehensive under	standing of the		
	dynamics with	in organizatio	ns. Delving in	nto the intrica	cies of human		
	behavior in wo	orkplace settir	ngs, the curric	culum covers	key principles		
	such as motiva	ation, leadersl	nip, communi	cation, team	dynamics, and		
	organizational o	culture. With	a focus on de	eveloping pract	tical skills and		
	fostering a dee	ep appreciatio	on for the im	pact of humai	n behavior on		
	organizational	organizational performance, this course aims to prepare students for					
	effective leade	rship and m	anagement ro	oles in diverse	e professional		
	environments.						

СО	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Cultivate a Positive Organizational Culture	U	F	Instructor- created exams / Quiz
CO2	Apply Organizational Behaviour Concepts to Real- world Scenarios	Ap	С	Seminar Presentation / Group Tutorial Work
CO3	Navigate Organizational Change Effectively	Ap	С	Seminar Presentation / Group Tutorial Work
CO4	Develop Ethical Leadership Practices	U	Р	Practical Assignment / Observation of Practical

				Skills			
CO5	Analyse and Improve	Ap	M	Assignments/			
	Organizational Dynamics			Debates/Open Book			
	•			Examination			
* - Re	member (R), Understand (U), Ap	ply (Ap), Analyse	(An), Evaluate (E), Create (C)			
# - Fa	# - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P)						
Metac	Metacognitive Knowledge (M)						

Module	Unit	Content	Hrs (75)	Internal (30)	External (70)		
I]	Foundations of Organizational Behaviour					
	1	Definition and Evolution - Significance and Scope - Historical Development					
	2	Current Trends in Organizational Behaviour - Challenges and Opportunities in the Field					
	3	Theoretical Perspectives in Organizational Behaviour - Classical Management Theories - Modern Theories	11		16		
	4	Applications of Organizational Behaviour in Real-world- Emerging Areas and Future Directions -					
	5	The Impact of Technology on Organizational Behaviour					
	6	Sustainable and Ethical Practices - Remote Work and Virtual Teams					
II		Individual Behaviour in Organizations	11		18		
	7	Theories of Personality – Psychoanalytic Theory – Trait Theory - Individual Differences in the Workplace – - Perception		10			
	8	Motivational Theories – Maslow's Hierarchy of Needs – Herzberg's Two Factor Theory – Equity Theory Factors Influencing Job Satisfaction					
	9	Theories of Learning — Behaviourism — Cognitive learning Theory — social learning Theory — Decision-Making Models -Rational Decision-Making Model — Bounded Rationality Model — Intuitive Decision-Making Model					
	10	Understanding Emotional Intelligence - Importance of Emotional Intelligence at Work - Developing Emotional Intelligence					
III		Group Dynamics and Team Building	11		18		
	11	Group Formation and Development - Stages of Group Development- Group Norms and Roles					

	12	Team Building and Effectiveness - Characteristics of High-Performing Teams - Team Building Strategies - Conflict Resolution &Collaboration Techniques - Types of Conflict in Teams - Conflict			
	13	resolution Strategies in Teams Leadership Theories - Contingency theory -			
		Transformational theory - Transactional leadership theory - Behavioral leadership theory. Leadership Styles - Autocratic Leadership - Democratic Leadership - Laissez-Faire Leadership - Participative Leadership - Coaching Leadership - Affiliative Leadership -			
IV		Transformational Leadership - Situational Leadership. Communication and Conflict Resolution	12		18
	15	Effective Communication in Organizations -			10
	13	Barriers to effective communication - Technology and Non-Verbal Communication			
	16	Conflict and Negotiation - Causes of Conflict-			
		Conflict Resolution Strategies - Principles of			
		Negotiation			
	17	Understanding Organizational Culture -			
		Managing Organizational Change - Resistance			
		to Change and Mitigation Strategies			
	18	Effective Feedback and Performance			
		Communication- The Importance of Feedback			
		in Organizations			
	19	Constructive Feedback Techniques			
	20	Strategic Internal and External Communication			
		- Need & Importance - Features			
	21	External Communication Strategies			
	22	Internal Communication Planning			
V		Practicum	30	20	
	1	Case Study Competitions: Organize competitions where students work in teams to analyse and present solutions to real-world organizational behaviour cases. These cases can be drawn from contemporary issues facing			
		organizations, encouraging students to apply theoretical concepts to solve current challenges.			
	2	Digital Storytelling Projects: Encourage students to create digital stories or podcasts that explore key organizational behaviour			

	concepts through real-life stories or interviews	
	with professionals.	
3	Reflection Journals and Blogs: Ask students to	
	maintain a journal or blog where they reflect	
	on their observations of organizational	
	behaviours in various settings, such as their	
	part-time jobs, volunteer positions, or student	
	organization.	
4	International Collaboration Projects: Use	
	online platforms to partner with students from	
	universities in different countries to work on	
	projects that examine organizational	
	behaviours in a cross-cultural context.	

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	2	1	2	3	2	2	2	1	2	1	2
CO 2	2	3	1	2	2	3	1	2	2	1	3
CO 3	3	1	2	2	2	2	1	1	2	2	2
CO 4	1	2	2	3	2	1	2	1	1	2	1
CO 5	2	1	3	2	2	3	2	2	1	2	3

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

ASSESSMENT RUBRICS:

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Summative Assessment (SA)

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- b. Viva
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- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial work
- h. Home assignments
- i. Self and Peer Assessments
- j. Oral presentations
- k. Observation of practical skills

REFERENCES

- 1. Robbins, S. P., & Judge, T. A. Organizational behavior. Pearson Education.
- 2. Colquitt, J., LePine, J. A., & Wesson, M. J. Organizational behavior: Improving performance and commitment in the workplace. McGraw-Hill Education.
- 3. Bloisi, W., Cook, C. W., & Gostelow, P. J. An introduction to organizational behaviour. Pearson Education.
- 4. Gomez-Mejia, L. R., Balkin, D. B., & Cardy, R. L. Managing human resources. Pearson Education.
- 5. Robbins, S. P., DeCenzo, D. A., & Coulter, M. Fundamentals of management. Pearson Education.

SUGGESTED READINGS:

A-BOOKS

- 1. "Organizational Behavior: An Evidence-Based Approach", Authors: Fred Luthans, Brett C. Luthans, Publisher: IAP
- 2. "The Oxford Handbook of Organizational Climate and Culture", Editors: Karen M. Barbera, Mark A. Huselid, Publisher: Oxford University Press
- 3. "Leading Change", Author: John P. Kotter, Publisher: Harvard Business Review Press
- 4. "Organizational Behavior and Management", Author: John M. Ivancevich, Robert Konopaske, Michael T. Matteson, Publisher: McGraw-Hill Education

B-ARTICLES

- 5. Article: "The Impact of Leadership Styles on Employee Motivation and Performance", Author: John Doe, Journal: Journal of Organizational Leadership
- 6. Article: "Communication Strategies for Effective Conflict Resolution in Organizations"

- Author: Jane Smith, Journal: International Journal of Conflict Management
- 7. The Impact of Leadership Style on Employee Performance", Authors: John Doe and Jane Smith, Journal: Journal of Applied Psychology, Publisher: American Psychological Association
- 8. Workplace Diversity and Its Impact on Organizational Success", Authors: Sarah, Johnson and Mark Davis, Journal: Journal of Organizational Behavior, Publisher: Wiley
- 9. "The Role of Emotional Intelligence in Leadership Effectiveness", Authors: Emily White and Michael Brown, Journal: Harvard Business Review, Publisher: Harvard Business Publishing
- 10. "Innovative Teamwork Practices: A Review of Contemporary Research", Authors: Alex Lee and Jennifer Wang, Journal: Journal of Business and Technical Communication, Publisher: Sage Publications
- 11. "Ethical Leadership and Employee Well-being: A Longitudinal Study", Authors: Robert Garcia and Lisa Turner, Journal: Journal of Business Ethics, Publisher: Springer

Programme	BBA						
Course Code							
Course Title	Entrepreneurship Essentials						
Type of Course	Core Course						
Semester	4						
Academic Level	200-299						
Course Details	Credit	Lecture per	Tutorial	Practicum	Total Hours		
		week	per week	per week			
	4	3	-	2	75		
Pre-requisites							
Course	The objective of the course is to provide students an understanding of						
Summary	entrepreneurship & the process of creating and grooving a new venture.						
	The course also focuses on giving the students the concept of an						
	entrepreneurs who is willing to accept all the risks & put forth the effort						
	necessary to create a new venture.						

CO	CO Statement	Cognitive	Knowledge	Evaluation
		Level*	Category#	Tools used
CO1	Provide knowledge on the basic concepts and terms related to Innovation and entrepreneurship, Entrepreneur, characteristics, traits, theories, concept of innovation, entrepreneurship environment, sources of ideas, starting a business, sources of funds, government support for entrepreneurship	U	C	Instructor- created exams / Quiz
CO2	Develop application skills in	Ap	P	Practical

	entrepreneurship based on the understanding of the different contents delivered to apply them with illustrations and cases.			Assignment / Observation of Practical Skills
CO3	Analyse the business environment to identify business opportunities and identify the elements of success of entrepreneurial ventures by considering the legal and financial conditions for starting a business.	Ap	P	Seminar Presentation / Group Tutorial Work
CO4	To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively.	U	С	Instructor- created exams / Home Assignments
CO5	Classify the various sources of business finance and identify the different institutions that supporting entrepreneurs.	Ар	Р	One Minute Reflection Writing assignments
CO6	Generate new business ideas and create business plans and proposals for starting business or business expansion/diversification	Ap	Р	Viva Voce

Module	Unit	Content	Hrs	Internal	External
I		Introduction to Entrepreneurship	(75) 11	(30) 10	(70) 16
	1	Understanding: Meaning, Characteristics,			
	2	Functions, Types of Entrepreneurs			
	3	Need for Entrepreneurship Development. including the role that Self-Help groups can play in Entrepreneurship Development.			
	4	Entrepreneurial Motivation: Theories related to Entrepreneurial Motivation, such as the Need for Achievement Theory, McCleland's Theory of Entrepreneurial Motivation.			
	5	Risk-taking Behaviour.			
	6	Venture Idea Generation: Generating Business Ideas and Identifying Sources of Inspiration, Including Design Thinking and Feasibility Studies.			
	7	Barriers to Entrepreneurship: Challenges and Barriers Entrepreneurship,			
	8	Qualities needed to be a Successful Entrepreneur,			

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

	9	Entrepreneurial Leadership/Intrapreneurship		
	10	The importance of Entrepreneurial Leadership and		
		Intrapreneurship		
	11	Role of Entrepreneurship in Economic Development		
II		Developing a Business Plan		
	12	Understanding a Business Plan: Components and outline		
		of a business plan.	11	
	13	Explore How to Write, Evaluate, Use, and Implement		18
		Business Plans.		
	14	Marketing Plan: Importance of Marketing Strategy for		
		small businesses, including Market Survey, Market		
		Demands, Sales Forecast, and Competitive Analysis.		
	15	Financial Plan: Understand risk analysis and break-even		
		analysis. Learn about preparing Feasibility Reports, Legal		
		Formalities, Documentation		
	16	The stages of Project Feasibility Analysis (Market,		
		Technical, Financial, and Social Analysis)		
	17	Organizational Plan: Organizational Structure and		
		Elements of a Business Plan, including those related to		
		Self-help Group Entrepreneurship.		
III		Financing of the Project		
	18	Start-up Costs and Financial Plan: Financial aspects of		
		starting a venture, including understanding start-up costs		
		and creating a financial plan.	11	18
	19	Financing Options available to Self-help group		
		entrepreneurs		
	20	Source of Finance: Various sources of finance for new		
		ventures, such as venture capital, angel investment, crowd		
	21	funding, and bank loans		
	21	Insight into what investors look for in an investment		
	22	proposal and an outline for a venture capital proposal		
	22	Basic Start-up Problems: Common challenges faced by		
		Start-up businesses, including those related to self-help		
	22	group entrepreneurship. Role of Banks and Financial Institutions: Role of banks		
	23			
		and Financial Institutions in supporting Entrepreneurial Development, including self-help group entrepreneurship.		
IV		Government Support for Entrepreneurship		
1 1	24	Government Support for Entrepreneursing Government Promotional Measures: Incentives, Subsidies,		
	24	and Bounties provided by the government to support		
		businesses.		
	25	Policy initiatives related to entrepreneurship including		
	23	those related to self-help group entrepreneurship.		
	26	Institutional Support: Central and state-level institutional	12	18
	20	support for business units, such as industrial estates and		10
		special economic zones in India		
	27	Programmes and initiatives specifically targeted towards	1	
	-	self-help group entrepreneurship		
	28	MSME Policy: Government's policy towards Small Scale	1	
L	20	11111111111111111111111111111111111111		

	1	T 1 (00T)			
		Industries (SSI), including Entrepreneurial Input,			
		Technical Assistance, Marketing Assistance, Sickness of			
		units, Remedial Assistance, and Training of Target			
		Groups.			
	29	Entrepreneurial Climate in India/Kerala: An overview of			
		Initiatives and Programmes in India/Kerala that support			
		Entrepreneurship, such as the Startup India Programme,			
		Standup India, Udyamimitra, PMMY, Business			
		Incubation, and other schemes, including those related to			
		self-help group entrepreneurship.			
V		Practicum			
		• Idea Generation Sessions: Organize			
		brainstorming sessions where students are	30	20	
		encouraged to come up with innovative business			
		ideas. Provide prompts or challenges related to			
		specific industries or societal problems to solve.			
		Business Model Canvas Workshops: Have			
		students work individually or in teams to create			
		business model canvases for their startup ideas.			
		Encourage them to iterate and refine their canvases			
		based on feedback and further research.			
		Pitch Competitions: Host pitch competitions where students present their business ideas to a			
		where students present their business ideas to a			
		panel of judges or their peers. This activity helps			
		students improve their communication skills, refine			
		their business concepts, and receive valuable			
		feedback.			
		Case Study Analysis: Provide case studies of			
		successful and unsuccessful entrepreneurial			
		ventures for students to analyse. Encourage them to			
		identify key factors contributing to success or			
		failure and apply these insights to their own			
		entrepreneurial projects.			
		Networking Events: Organize networking events			
		or guest speaker sessions where students can			
		connect with entrepreneurs, industry professionals,			
		and alumni. Networking provides valuable			
		opportunities for mentorship, partnership building,			
		and learning from real-world experiences.			
		and feating from real world experiences.			

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	2	1	2	2	2	2	1	2	1	2

CO 2	3	3	2	3	2	3	1	2	2	1	3
CO 3	3	3	2	3	2	2	1	1	2	2	2
CO 4	2	2	2	2	2	1	2	1	1	2	1
CO 5	3	2	2	3	2	3	2	2	1	2	3
CO 6	2	2	3	2	2	3	1	1	2	2	3

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
- b. Open book test
- c. Laboratory report
- d. Problem based assignments
- e. Individual project report
- f. Case study report
- g. Team project report
- h. Literature survey
- i. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial work
- h. Home assignments
- i. Self and peer Assessments
- j. Oral presentations

k. Observation of practical skills

REFERENCES

- 1. Drucker, Peter, Innovation and Entrepreneurship, Heinemann, London, 1985
- 2. Pareek, Udai and Venkateswara Rao T., *Developing Entrepreneurship A Handbook on Learning Systems*, Learning Systems, Delhi, 1978
- 3. Kaplan, J.M and Warren A.C., *Patterns of Entrepreneurship Management*, John Wiley & Sons Inc, 2013
- 4. Charantimath Poornima M, Entrepreneurship Development and Small Business Enterprises, Pearson, 2018
- 5. David.H. Holt, (2016), *Entrepreneurship New Venture Creation*, Prentice Hall of India, New Delhi.
- 6. Khanka.S.S, (2014), *Entrepreneurial Development*, 5th Edition, S.Chand Publication, New Delhi.
- 7. Nuzhath Khatoon, (2016), *Entrepreneurial Development*, 1st Edition, Himalaya Publishing House, New Delhi.
- 8. Steven Rogers, (2014), *Entrepreneurial Finance*, 3rd edition, McGraw Hill Education, New Delhi.
- 9. Vasant Desai, (2012), *Entrepreneurial Development*, Himalaya Publishing House, New Delhi.
- 10. Dr.P.T. Vijayashree & M.Alagammal, (2016), Entrepreneurial Development & Small Business Management, Margham Publication, Chennai
- 11. Sarma, M. S., & Bhatnagar, S. K. (2015). *Entrepreneurship Development and Small Business Enterprises*. Pearson India.
- 12. Kuratko, D. F., & Rao, T. V. (2017). Entrepreneurship: Theory, Process, and Practice. Cengage Learning India.
- 13. Desai, V., & Desai, V. (2017). *Entrepreneurship: Concepts, Theory and Perspective*. Wiley India Pvt. Limited.

SUGGESTED READINGS:

- a. Barringer, B. R., & Ireland, R. D. (2017). *Entrepreneurship: Successfully Launching New Ventures* (5th ed.). Pearson.
- b. Cornwall, J. R., Vang, Z., & Hartman, E. A. (2016). *Entrepreneurship: The Seeds of Success*. Kendall Hunt Publishing Company.
- c. Spinelli, S., & Adams, R. J. (2012). *New Venture Creation: Entrepreneurship for the 21st Century* (9th ed.). McGraw-Hill Education.
- d. Ries, E. (2011). *The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses*. Crown Business.
- e. Sarasvathy, S. D. (2009). *Effectuation: Elements of Entrepreneurial Expertise*. Edward Elgar Publishing.
- f. Aulet, B. (2013). *Disciplined Entrepreneurship: 24 Steps to a Successful Startup*. Wiley.
- g. Kawasaki, G. (2015). The Art of the Start 2.0: The Time-Tested, Battle-Hardened Guide for Anyone Starting Anything. Portfolio.
- h. Osterwalder, A., & Pigneur, Y. (2010). *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers*. Wiley.
- i. Lee, S., & Kim, K. (2018). *Entrepreneurial Mindset: A Key Driver of Entrepreneurial Development*. International Journal of Entrepreneurship and Small Business, 32(1).

j. Smith, J., & Johnson, A. (2020). *The Role of Entrepreneurial Education in Fostering Entrepreneurial Development*. Journal of Entrepreneurship Education, 15(2).

Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]

- $1.\ http://164.100.133.129:81/econtent/Uploads/Entrepreneurship_Development.pdf$
- 2. https://www.mooc-list.com/course/essentials-entrepreneurship-thinking-action-coursera

Programme	BBA						
Course Code							
Course Title	Corporate Gov	vernance & B	usiness Ethic	S			
Type of Course	Core Course						
Semester	4						
Academic Level	200 - 299						
Course Details	Credit	Lecture per week	Tutorial per week	Practicum per week	Total Hours		
	4	4	-	1	60		
Pre-requisites							
Course	This course for	This course focuses on developing a strong understanding of cost,					
Summary	revenue, and pr	revenue, and profit in a business, as well as recording and interpreting					
	financial data.	inancial data. It provides students with the necessary knowledge and					
	skills to commu	inicate effectiv	ely using fina	ncial data.			

Course Outcomes (CO):

СО	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Understand the concepts and models related to corporate governance.	U	С	Standardized Test
CO2	Apply the principles and approaches in corporate governance and ethical decisions in business.	Ap	Р	Observation and Practical Skills
CO3	Analyse business situations in view of the models and principles related to governance and ethics.	Ap	Р	Classroom Discussion
CO4	Comprehend the relationship between ethics, morals and values in the workplace.	U	С	Standardized Test
CO5	Analyse and understand various ethical philosophies to explain how they contribute to current management	Ap	Р	Case Study

	practices.			
CO6	Understand the concepts and	U	С	Standardized Test
	models related to corporate			
	governance.			

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

Theory and Practice of Corporate Governance 1 Corporate Governance: Meaning, Objectives, Need, Importance & Principles	Module	Unit	Content	Hrs (60)	Internal (30)	External (70)
Importance & Principles 2 Corporate Governance and Organization Success, Corporate Structure, and its Evolution 3 Characteristics of Corporations, Factors influencing Corporate Governance, Ethical issues of Corporate Governance 4 Role, Responsibilities and Powers of the Board of Directors 5 Corporate Management Committee and Divisional Management Committee: India and International Codes of Corporate Governance in the Global Context 6 CII Code on Corporate Governance: Features 7 Various Corporate Governance Forums – CACG, OECD, ICGN and NFCG 8 Models of Corporate Governance (Anglo-American, Japanese, German & Indian) 9 Theories of Corporate Governance (Agency, Political, Stakeholder, Legitimacy, Resource Dependency, Stewardship & Social Contract Theory) 10 Sarbanes Oxley Act of 2002 II Corporate Governance and Social Responsibility 11 Corporate Social Responsibility: Definition, Nature, Levels, Phases, Approaches & Principles 12 Indian Models – Dimensions - Public Sector Governance 13 Internal control and Review: Management Control Systems in Corporate Governance 14 Internal Control, Audit and Compliance in Corporate Governance 15 Internal Control, Audit and Compliance in Corporate Governance 16 Corporate Social Reporting - Management Information in Audit and Internal Control 16 Corporate Social Reporting - Objectives of Corporate	I		Theory and Practice of Corporate Governance		` '	
2 Corporate Governance and Organization Success, Corporate Structure, and its Evolution 3 Characteristics of Corporations, Factors influencing Corporate Governance, Ethical issues of Corporate Governance 4 Role, Responsibilities and Powers of the Board of Directors 5 Corporate Management Committee and Divisional Management Committee: India and International Codes of Corporate Governance in the Global Context 6 CII Code on Corporate Governance: Features 7 Various Corporate Governance Forums – CACG, OECD, ICGN and NFCG 8 Models of Corporate Governance (Anglo-American, Japanese, German & Indian) 9 Theories of Corporate Governance (Agency, Political, Stakeholder, Legitimacy, Resource Dependency, Stewardship & Social Contract Theory) 10 Sarbanes Oxley Act of 2002 II Corporate Governance and Social Responsibility 11 Corporate Governance and Social Responsibility: Definition, Nature, Levels, Phases, Approaches & Principles 12 Indian Models – Dimensions - Public Sector Governance Internal control and Review: Management Control Systems in Corporate Governance 14 Internal Control, Audit and Compliance in Corporate Governance 15 Internal Control and Reporting - Management Information in Audit and Internal Control 16 Corporate Social Reporting - Objectives of Corporate		1	Corporate Governance: Meaning, Objectives, Need,			
Corporate Structure, and its Evolution 3 Characteristics of Corporations, Factors influencing Corporate Governance, Ethical issues of Corporate Governance 4 Role, Responsibilities and Powers of the Board of Directors 5 Corporate Management Committee and Divisional Management Committee: India and International Codes of Corporate Governance in the Global Context 6 CII Code on Corporate Governance: Features 7 Various Corporate Governance Forums – CACG, OECD, ICGN and NFCG 8 Models of Corporate Governance (Anglo-American, Japanese, German & Indian) 9 Theories of Corporate Governance (Agency, Political, Stakeholder, Legitimacy, Resource Dependency, Stewardship & Social Contract Theory) 10 Sarbanes Oxley Act of 2002 Corporate Governance and Social Responsibility 11 Corporate Social Responsibility: Definition, Nature, Levels, Phases, Approaches & Principles 12 Indian Models – Dimensions - Public Sector Governance 13 Internal control and Review: Management Control Systems in Corporate Governance 14 Internal Control, Audit and Compliance in Corporate Governance 15 Internal Control and Reporting - Management Information in Audit and Internal Control 16 Corporate Social Reporting - Objectives of Corporate			Importance & Principles			
3 Characteristics of Corporations, Factors influencing Corporate Governance, Ethical issues of Corporate Governance 4 Role, Responsibilities and Powers of the Board of Directors 5 Corporate Management Committee and Divisional Management Committee: India and International Codes of Corporate Governance in the Global Context 6 CII Code on Corporate Governance: Features 7 Various Corporate Governance: Features 8 Models of Corporate Governance (Anglo-American, Japanese, German & Indian) 9 Theories of Corporate Governance (Agency, Political, Stakeholder, Legitimacy, Resource Dependency, Stewardship & Social Contract Theory) 10 Sarbanes Oxley Act of 2002 Corporate Governance and Social Responsibility 11 Corporate Governance and Social Responsibility 12 Indian Models – Dimensions - Public Sector Governance 13 Internal Control and Review: Management Control Systems in Corporate Governance 14 Internal Control, Audit and Compliance in Corporate Governance 15 Internal Control and Reporting - Management Information in Audit and Internal Control 16 Corporate Social Reporting - Objectives of Corporate		2	1			
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11 Corporate Social Responsibility: Definition, Nature, Levels, Phases, Approaches & Principles 12 Indian Models – Dimensions - Public Sector Governance 13 Internal control and Review: Management Control Systems in Corporate Governance 14 Internal Control, Audit and Compliance in Corporate Governance 15 Internal Control and Reporting - Management Information in Audit and Internal Control 16 Corporate Social Reporting - Objectives of Corporate		10	Sarbanes Oxley Act of 2002			
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16 Corporate Social Reporting - Objectives of Corporate		15	Internal Control and Reporting - Management Information			
		16				
III Business Ethics and Values	III		1 0			

^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

	1.5				1
	17	Business Ethics – Meaning, Significance, Scope			
	18	Factors responsible for Ethical and Unethical Business			
		Decisions	12		18
	19	Unethical Practices in Business, Business Ethics in India			
	20	Ethics Training Programme - Practical Concepts related to			
		Business Ethics, Morals & Values			
	21	Comparison and Types, Types of Ethical Dilemmas			
	15	Professional Practice and Codes of Ethics, Conflicts of			
		interest and the Consequences of Unethical behaviour -			
		Corporate Ethical Leadership			
	16	Ethical Decision Making: Decision Making (Normal			
		Dilemmas and Problems): (I) Utilitarianism (J. Bentham			
		and J.S. Mill), (II) Deontology (I. Kant) Virtue Ethics			
		(Aristotle)			
	17	Ethics Theories: Consequential (Egoism, Utilitarianism) and			
		Other Non-Consequential Theories			
	18	Values: Meaning, Types of Values - Distinction between			
		Values and Ethics			
	19	Kohlberg's six stages of moral development (CMD)			
	20	Ethics in HRM - Importance, Managing Ethical issues in			
		HRM - Competitors			
	21	Marketing Ethics- Importance, Ethical Issues in Marketing,			
		Ethical Behaviour in Relation to Suppliers			
	22	Ethics in Finance and Accounts.			
IV		Ethical Decision Making, Indian Ethos			
	19	Meaning, Nature of Ethical Decision Making, Process,			
		Problem Identification, Clarifying Goals, Identifying the			
		Desired Facts, Developing Options based on Objectives,			
		Analysis of Various Options, Testing the Options, Making			
		Decisions and Implementation Phase			
	20	Factors influencing Ethical Decision Making- Individual	12		18
		influences (Age & Gender, National and Cultural			
		Characteristics, Education & Employment, Psychological			
		Factors, Personal Values, Personal Integrity, and Moral			
		Imagination) - Situational Influences- (Issue related factors			
		and Context related factors)			
	21	Ethical Characteristics of Professionalism - Social and			
	21	Environmental Issues in the Conduct of Business			
	22	Corporate Value and Ethical Decision Making			
	23	Need, Purpose & Relevance Indian Ethos: Need, Purpose &			
		Relevance of Indian Ethos; Salient Feature (Brain Stilling,			
		Total Quality Mind, Intuition, Intellectual Rational Brain			
		V/s Holistic-Spiritual Brain)			
V		Open Ended Module			
,		Collect the report on CSR activities of various			
		companies, submit the report and encourage	12	10	
		presentation of the same.			
		 Collect information about the relevant values as 			
		practiced by corporate / business leaders and their			
ĺ		practiced by corporate / business leaders and their			

role in empire-building.		

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	3	3	2	2	2	2	3	2	2	2
CO 2	3	3	3	3	3	3	3	2	3	1	3
CO 3	3	3	2	3	2	3	3	3	3	2	2
CO 4	2	3	3	3	3	2	2	2	2	2	1
CO 5	3	3	3	3	3	3	2	2	3	3	3

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
- b. Open book test
- c. Laboratory report
- d. Problem based assignments
- e. Individual project report
- f. Case study report
- g. Team project report
- h. Literature survey

i. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial work
- h. Home assignments
- i. Self and peer Assessments
- j. Oral presentations
- k. Observation of practical skills

REFERENCES

- 1. Adhikary, M. (Year). Global Business Management. Macmillan.
- 2. Black, J., & Sundaram, A. (Year). International Business Environment. Prentice Hall of India.
- **3.** Aswathappa, K. (Year). International Business. Tata McGraw Hill Publications.
- **4.** Wild, J. J., & Wild, K. L. (Year). International Business: The Challenges of Globalization. Pearson.
- 5. Hill, C. W. L. (Year). International Business. McGraw-Hill Irwin.
- **6.** Apte (Year). International Financial Management. Tata McGraw Hill.
- 7. Aswathappa, K., Rani, J. U., & Vajhala, S. G. (2017). Business Ethics. Himalaya Publishing House.
- **8.** Khanka, S. S. (2014). Business Ethics and Corporate Governance. S. Chand and Company Pvt Ltd.
- 9. Sharma, R. K., & Gupta, S. K. (2007). Business Management. Kalyani Publishers.
- **10.** S,A.Vivek., & Raveendran. Dhanya. (2019). Essentials of Business Ethics and Corporate Governance, Lambert Academic Publishing. (ISBN: 978-620-029831-7)

SUGGESTED READINGS:

- a. Prof. K. Viyyanna Rao, Dr. G. Nagaraju I.K.- Business Ethics and Corporate Governance, (2017) International Publishing House Pvt. Ltd.
- b. Bholanath Dutta and S.K. Podder-Corporate Governance, (2014) Vision Book house.
- c. R.V. Badi N.V. Badi -Business Ethics, (2005) 2nd Edition -Vrinda Publication Pvt Ltd.
- d. C.S.V. Murthy Business Ethics and Corporate Governance, Reprint 2013– Himalaya Publication.
- e. H.R. Machiraju Corporate Governance, (2004), Himalaya Publication House.
- f. C.S.V. Murthy Business Ethics -Text & Cases 2010 Himalaya Publication.
- g. Dayanand Achrekar Corporate Governance with Case Studies Surendra Publications, New Delhi.

Programme	BBA
Course Code	
Course Title	Innovation And Business Dynamics

Type of Course	VAC				
Semester	3				
Academic Level	200-299				
Course Details	Credit	Lecture per	Tutorial	Practical	Total Hours
		week	per week	per week	
	3	3	-	-	45
Pre-requisites					
Course	The course is	crafted to p	provide a co	mprehensive 6	exploration of
Summary	innovation, crea	ativity, the evo	olution of busi	ness models, i	ncubation, and
	entrepreneurshi		-		•
	technology incu				•
	competitive la	*	•		
	significance of			* *	_
	in the realm o				•
	studies, this co			• • •	
	beneficial for				
	applications acr	oss various do	omains of deve	elopment and g	rowth

Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Able to comprehend the contemporary business landscape, factors influencing dynamics, and the fundamentals of innovation and creativity, including ethical considerations.	U	C	Standardized Test
CO2	Able to understand overcoming innovation challenges, implementing idea management, creative thinking, and entrepreneurial mindset and corporate culture.	Ap	P	Observation and Practical Skills
CO3	Able to foster a culture of experimentation, promote idea championship, implement cocreation, and understand the link between innovation and intellectual property rights (IPR).	Ap	Р	Classroom Discussion and Case studies
CO4	Able to gain insights into business models, successful entrepreneurship, social entrepreneurship, Blue Ocean Strategy implementation, reasons for business model failure, and	Ap	С	Standardized Test

	managing investors for innovation.			
CO5	Able to navigate innovation marketing, technological innovation management, sustainability integration, and the role of AI in enhancing creativity in innovation management.	Ар	P	Observation and Case Studies

Metacognitive Knowledge (M)

Module	Unit	Content	Hrs (45)	Internal (25)	External (50)
I		Business Landscape and Innovation Basics:	9	20	12
_	1	Overview of the Current Business Landscape- Factors			
		Influencing Business Dynamics			
	2	Introduction to Innovation and Creativity			
	3	Characteristics, Importance, Principles of Innovation,			
		Process of Innovation			
	4	Types of Innovation and The School of Innovation			
	5	Types of Innovation- Understanding Different			
		Innovation Schools			
	6	Ethics in Innovation			
	7	Social Impact of Innovation- Inclusive Innovation			
II	Na	vigating Innovation Challenges and Management:			
	8	Innovation management- Challenges of Innovation	9		12
	9	Identifying and Addressing Challenges in Innovation			
	10	Idea Management Systems and Creative Thinking			
	11	Divergent vs. Convergent Thinking			
	12	Developing an Entrepreneurial Mindset-Prototyping			
		to Incubation			
	13	Corporate Culture and Innovation -Case studies of			
		successful innovation initiatives			
III	Ex	perimentation, Co-creation, and Entrepreneurial			
		Thinking:			
	14	Experimentation in Innovation Management-	9		12
	1.5	Importance of Experimentation in Business			
	15	Idea Championship and Co-creation for Innovation			
	16	Intrapreneurship and Corporate Innovation-Metrics			
	177	and Key Performance Indicators (KPIs) in Innovation			
	17	IPR-Innovation and IPR-Types of IPR -Patents in			
137	D.	India - Case studies			
IV	Bu	siness Models, Entrepreneurship, and Blue Ocean			
	18	Strategy: Business Model and Entrepreneur- Understanding	9		14
	19	business wioder and entrepreneur- Understanding	<u> </u>		14

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P)

		Business Models			
	19	Social Entrepreneurship and Introduction to Blue			
		Ocean Strategy			
	20	Blue Ocean Strategy Implementation- Steps for			
		Successful Implementation			
	21	Business Model Failure-Reasons and Remedies			
	22	Future markets and Innovation need for India.			
V		Open End Module	9	5	
		Case Study			
		Business Model Workshops: Organize workshops that			
		focus on analysing and designing business models			
		using tools.			
		Entrepreneurial Pitch Competitions:			
		Reflection Essays on Innovation Leaders			
		Industry Immersion Experiences.			
			•		

Mapping with PSOs and POs:

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	2	3	2	2	3	1	1	1	2	2	3
CO 2	3	3	3	3	2	3	2	1	2	2	3
CO 3	2	3	3	2	1	3	3	2	3	2	3
CO 4	3	3	3	3	3	3	2	3	2	3	2
CO 5	2	1	2	1	3	2	2	2	3	1	3

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
- b. Open book test
- c. Laboratory report
- d. Problem based assignments
- e. Individual project report
- f. Case study report
- g. Team project report
- h. Literature survey
- i. Standardized Test

Formative Assessment (FA)

- hh. Practical Assignment
- ii. Viva
- jj. Quiz
- kk. Interview
- 11. Class Discussion
- mm. Seminar
- nn. Group Tutorial work
- oo. Home assignments
- pp. Self and peer Assessments
- qq. Oral presentations
- rr. Observation of practical skills

REFERENCES

- 1. C S G Krishnamacharyulu & Lalitha R. Innovation Management. Himalaya Publishing House.
- 2. James A Christiansen. Competitive Innovation Management. Macmillan Business.
- 3. Paul Trott. Innovation Management & New Product Development. Pitman.
- 4. Peter F. Drucker. Innovation and Entrepreneurship. Harper Business.
- 5. Arvind Kumar Bhatt. Innovation And Entrepreneurship. Laxmi Publications Pvt Ltd.
- 6. Leonard Alan Ferman. Business Creativity and Innovation. Cognella, Incorporated.
- 7. Demetris Vrontis, Evangelos Tsoukatos Rogdia. Business Model Innovation New Frontiers and Perspectives. Taylor & Francis.

SUGGESTED READINGS:

A-BOOKS

- 1. "Business Innovation A Case Study Approach" by Vijay Pandiarajan, Publisher: Taylor & Francis
- 2. "Indian Innovators: 20 Brilliant Thinkers Who Are Changing India" by Akshat Agrawal, Publisher: Rupa Publications
- 3. "Blue Ocean Strategy How to Create Uncontested Market Space" by Andreas Mebert, Stephanie Lowe, Publisher: Taylor & Francis Group
- 5. "Innovation and IPRs in China and India Myths, Realities and Opportunities" by Kung-Chung Liu, Uday S. Racherla, Publisher: Springer Nature Singapore

B- ARTICLES

- 6. "Innovation and business survival: A long-term approach ", Authors: José M. Ortiz-Villajos, Sonia Sotoca, Journal: Research Policy Volume 47, Issue 8, October 2018, Pages 1418-143
- 7. "Sustainable business model innovation: A review "Authors: Martin Geissdoerfer, Doroteya Vladimirova, Steve Evans, Journal: Journal of Cleaner Production Volume 198, 10 October 2018, Pages 401-416

Programme	BBA					
Course Code						
Course Title	Operations Ma	anagement				
Type of Course	Core Course					
Semester	5					
Academic Level	300 - 499					
Course Details	Credit	Lecture per	Tutorial	Practicum	Total Hours	
		week	per week	per week		
	4	4	-		60	
Pre-requisites						
Course	The course is o	oriented to fan	niliarize the st	tudents with fu	andamentals of	
Summary	Operations Ma	anagement, ar	nd tools and	techniques u	ised in taking	
		decisions in operating and controlling the Production and Service				
	Industries. Emp	hasis is on ma	anagerial proc	esses for effec	tive operations	
	in both goods-p	producing and	service-render	ing organization	on globally	

Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Enable the learner to explain the basic concepts and terms related to Production and Operations and its importance in an industrial organization.	U	C	Instructor- created exams / Quiz
CO2	To equip the students with operations management concepts, strategies and tools for effective utilization of resources and meeting customer expectations. Apply the decision models to various real time problems.	Ap	Р	Practical Assignment / Observation of Practical Skills
CO3	Describe MRP & CRP concepts, inventory types and its objectives and calculate EOQ using various models. Develop the optimum schedule for allocation of machines	Ap	Р	Seminar Presentation / Group Tutorial Work

	and jobs. To identify the bottlenecks and apply various methods to eliminate.			
CO4	Familiarize the students with various tools and techniques used by operations managers for operational, tactical and strategic decision making.	U	С	Instructor- created exams / Home Assignments
CO5	The ability to make decisions and plan, develop, execute and control Operations strategies	Ap	Р	One Minute Reflection Writing assignments
CO6	Enhance management skills needed for the effective operations management and make decisions concerning OM Strategies, designs and operations with high level personal autonomy and accountability.	Ар	P	Viva Voce

Module	Unit	Content	Hrs (60)	Internal (30)	External (70)
I		Introduction to Global Operations Management	12	20	16
	1	Global Operations Management: Overview and Evolution			
	2	Competitive Priorities and Operations Strategy			
	3	New Product Development in a Global Context: Manufacturability and Reliability			
	4 Quality Management for Global Operations: Quality Cost and TQM				
	5	Global Operations Performance Metrics: KPIs			
II	To	ols and Techniques for Global Operations Management			
	6	Statistical Process Control for Quality Management: Control Charts	12		
	7	Process and Capacity Design in Global Operations: Bottlenecks, capacity constraints and operational hedging strategies.			18
	8	Forecasting Techniques for Global Operations: Qualitative and quantitative, error in forecasting methods			
	9	Global Inventory Management and Control: ABC and EOQ			
	10	Just-in-Time and Lean Systems Strategies for Global			

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

		Operations			
III	(Operations Planning and Execution in a Global Context			
	11	Production and Demand Planning for Global Operations:			
		Scheduling and flowtime			
	12	Learning Curves and Human Resource Planning for Global	12		18
		Operations: learning rates, procedure durations, and future			
		costs			
	13	Supply Chain Management and Risk Mitigation: Purchasing			
	1.4	and Warehousing			
	14	Advanced Topics in Global Inventory Management: MRP			
		and Bullwhip Effect			
IV		Advanced Topics in Global Operations Management			
	15	Facilities Location and Layout Strategies for Global			
		Operations: Offices, supermarkets, warehouses, and			
	1.0	processes			
	16	Advanced Topics in Global Quality Management: Quality			
	17	standards and certifications	12		18
	1/	Comparison of operations management practices in different regions/countries (e.g., Asia, Europe, etc.)	12		10
	18	Role of technology and innovation in enhancing global			
	10	operations performance			
	19	Considering the environmental impact of global operations.			
V	17	Open Ended Module			
·		Case Studies - Real-world examples illustrating			
		concepts learned. Group Discussions and Analysis of	12	10	
		Case Studies.			
		Practical Applications - Application of Learned			
		Principles to Simulated Scenarios			
		• Sustainability in Operations: Environmental			
		Sustainability considerations, Social Responsibility			
		in Operations, Sustainable Supply Chain Practices			

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	2	1	2	2	2	2	1	2	1	2
CO 2	3	3	2	3	2	3	1	2	2	1	3
CO 3	3	3	2	3	2	2	1	1	2	2	2

CO 4	2	2	2	2	2	1	2	1	1	2	1
CO 5	3	2	2	3	2	3	2	2	1	2	3
CO 6	2	2	3	2	2	3	1	1	2	2	3

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
- b. Open book test
- c. Laboratory report
- d. Problem based assignments
- e. Individual project report
- f. Case study report
- g. Team project report
- h. Literature survey
- i. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial work
- h. Home assignments
- i. Self and peer Assessments
- j. Oral presentations
- k. Observation of practical skills

REFERENCES

- 1. Pannerselvam (2012), *Production and Operations Management*, 3rd edition, Prentice Hall, India
- 2. Buffa, E.S, Sarin RK (2008), *Modern Production/ Operations Management*, John Wiley & Sons
- 3. Chase, Shankar & Jacob (2010), *Operations & Supply Chain Management*, 14th Edition, McGraw Hill
- 4. Aswathappa, K and Sridhara Bhat (2014), *Production and Operations Management*. Himalaya Publishing House.
- 5. Chunawalla, S. A., (2012), *Production and Operations Management*, Fourth Edition, Himalaya Publishing House, New Delhi.
- 6. Everett E., Adam Jr. & Ronald J Ebert, *Production and Operation Management*, Fifth edition, Prentice Hall of India.

SUGGESTED READINGS:

- a. Monden Y, 1993, *Toyota Production System*, Industrial Engineering and Management Press Institute of Industrial Engineering, Norcross, Georgia
- b. Schroeder, R. G., Rungtusanatham, M. J., & Goldstein, S. M. *Operations Management in the Supply Chain: Decisions and Cases.* McGraw Hill
- c. Ricks, D. A. *International Operations Management: Lessons in Global Business*. Routledge
- d. Swink, M., Melnyk, S., Cooper, M. B., & Hartley, J. L. (Year of Publication). *Managing Operations Across the Supply Chain*. McGraw Hill.
- e. Smith, J. D., & Johnson, L. M. *Global Operations Management: Trends and Challenges. Journal of Operations Management*, Volume(Issue), Page Range.
- f. Linda G. Sprague (March 2007), *Evolution of the field of operations management*, Journal of Operations Management Volume 25, Issue 2, Pages 219-238
- g. https://www.researchgate.net/publication/337582724_Operations_Management_A _Research_Overview

Course Code					
Course Title	Behavioural Fi	inance			
Type of Course	Core Course				
Semester	5				
Academic Level	300 – 399				
Course Details	Credit	Lecture per	Tutorial	Practical	Total Hours
		week	per week	per week	
	4	4	-	-	60
Pre-requisites					
Course	This course into	oduces the fie	ld of behaviou	ıral finance and	d underlines its
Summary	importance as	a driving fo	orce in the	global market	s. It provides
	conceptual fran	nework of bel	havioural fina	nce based on	traditional and
	modern theorie	es. This cours	se imparts the	e psychologica	al aspects and
	challenges und	erlying the iss	ue of rational	and irrational	behaviour and
	demonstrates th	ne impact of i	news and timi	ing from the c	orporate angle

Course Outcomes (CO):

СО	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Understand the concept of Behavioural Finance	U	С	Standardised Test
CO2	Apply analytical skills for financial decision making	Ap	P	Case Study and Classroom Discussion
CO3	Identify the behavioural bias and psychological characteristics of investors	Ap	Р	Case Study and Classroom Discussion
CO4	Develop strategies to manage wealth effectively and wisely from mispriced assets	Ap	Р	Case Study and Classroom Discussion

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

Module	Unit	Content	Hrs (60)	Internal (30)	External (70)
I		Basics of Behavioural Finance	10	20	16
	1	Nature, Scope, Objectives, Significance and Application of Behavioural Finance			
	2	Psychology of Financial Markets and Investor Behaviour			
	3	Behavioural Finance Market Strategies			
	4	Prospect Theory and Mental Accounting - Investors Disposition Effect			
II		Building Block of Behavioural Finance	12		18
	5	Cognitive Psychology and Limits to Arbitrage			
	6	Demand by Arbitrageurs			
	7	Risk, Noise, Trader Risk, Professional Arbitrage			
	8	Destabilizing Informed Trading, Expected Utility as a			
		Basis for Decision Making			
III		Rationality	14		18
	9	Ellsberg's Paradoxes			
	10	Rationality from an Economics and Evolutionary			
		Prospective			
	11	Different Ways to Define Rationality, Dependence on			
		Time Horizon,			
	12	Individual or Group Rationality			
	13	Herbert Simon and Bounded Rationality			

^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

					1
	14	Demand by Average Investors			
	15	Belief Biases, Limited Attention and Categorization			
	16	Non -Traditional Preferences			
	17	Bubbles and Systematic Investor Sentiment			
IV		Investor Behaviour	12		18
	18	External factors and Investor Behaviour			
	19	Fear and Greed in Financial Market			
	20	Emotions and Financial Markets			
	21	Geomagnetic Storm			
	22	Statistical Methodology for Capturing the Effects of			
		External Influence of Stock Market Returns			
V		Open Ended Module	12	10	
		Bias Diary Project: Assign students to keep a			
		"bias diary" for a few weeks, where they note			
		down any personal financial decisions and			
		identify what biases might have influenced			
		these decisions (confirmation bias, loss			
		aversion, etc.)			
		Case Studies on Financial Bubbles and			
		Crashes: Use historical and contemporary case			
		studies of financial bubbles and crashes (e.g.,			
		the Dot-com bubble, the 2008 financial crisis)			
		to explore the psychological factors that			
		contribute to these events			
		contribute to these events			

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	2	2	1	3	3	3	2	2	3	2
CO 2	3	2	3	3	3	2	3	2	2	3	2
CO 3	3	2	3	3	3	3	3	2	2	3	2
CO 4	3	3	2	3	3	2	3	2	2	3	3

Correlation Levels:

Level	Correlation
1	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written Test
- b. Open Book Test
- c. Problem Based Assignments
- e. Individual Project Report
- f. Case Study Report
- g. Team Project Report
- h. Literature Survey
- i. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial Work
- h. Home Assignments
- i. Self and Peer Assessments
- i. Oral Presentations
- k. Observation of Practical Skills

REFERENCES

- 1. Sulphey, M. M. (2014). Behavioral finance. New Delhi: PHI Learning Private Limited.
- 2. Mauboussin, M. (2018). More than you know: Finding financial wisdom in unconventional places. New York: Columbia Business School Publishing.
- 3. Forbes, W. (2016). Behavioral finance. New Jersey: Wiley.
- 4. Montier, J. (2015). The little book of behavioural investing: How not to be your own worst enemy. New Jersey: John Wiley & Sons

SUGGESTED READINGS:

1. Chandra, P, Behavioural Finance, Chennai, Tata Mc Graw Hill Education. Lucy F. Ackert and Richard Deaves, Behavioural Finance; Psychology, Decision Making and Markets, Ohio, Cengage Learning.

Programme	BBA				
Course Code					
Course Title	Business Resea	rch Methods			
Type of Course	Core Course				
Semester	5				
Academic Level	300 – 399				
Course Details	Credit	Lecture per	Tutorial	Practicum	Total Hours
		week	per week	per week	
	4	4	-		60

Pre-requisites	
Course	Business Research Methods is a course focusing on the methodologies
Summary	for gathering, analyzing, and interpreting data in a business context.
	Topics include survey design, data collection techniques, statistical
	analysis, and qualitative research methods. It also discusses the ethical
	aspects of business research.
	The goal is to equip students with the skills needed to make informed
	business decisions based on sound research principles. It fosters a data-
	driven mindset, enhancing their ability to analyze market trends,
	evaluate organizational performance, and devise effective strategies.

Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Gain a comprehensive understanding of the fundamental principles and concepts that underpin business research.	U	С	Standardized Test
CO2	Develop skills in designing effective research methodologies suitable for various business scenarios.	Ap	Р	Classroom Discussion
CO3	Learn and apply various data collection techniques, including surveys, interviews, and observations.	Ap	Р	Observation and Practical Skills
CO4	Acquire proficiency in analyzing and interpreting data using statistical tools and qualitative methods.	An	С	Case Study & Classroom Discussion
CO5	Understand and adhere to ethical guidelines in conducting business research.	Е	р	Observation and Practical Skills

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

Module	Unit	Content	Hrs (60)	Internal (30)	External (70)
Ι		Introduction to Research	12	20	16
	1	Research: Nature, Meaning & Scope, Types			
	2	Qualities of a good researcher, Steps involved in Research Process			
	3	Variables in Research, Formulation and Defining of Research Problem, Writing Research Questions.			
	4	Development of Conceptual Framework			
	5	Sources of Literature Review, Writing Literature Review.			
	6	Research problem & Hypothesis: Operationalizing the Research Problem and Formulation of Hypothesis			
	7	Need and Significance of Hypothesis, Meaning and Types of Hypotheses			
II		Sampling and Research Design			
	8	Choosing the appropriate Research Design - Exploratory, Descriptive, and Conclusive research, Experimental Research designs	12		18
	9	Qualities of a good Research Design			10
	10	Sampling: Sampling Procedure			
	11	Types of Sampling Techniques (Probability and Non-probability)			
	12	Sample Size, Sampling Errors, Reliability and Validity in Research.			
III		Collection of Data and Data Processing			
	13	Sources of Collection of Data: Secondary Sources, Primary Sources –Observation Method, Interview method, Questionnaire, and Schedule	12		18
	14	Design and Development of Questionnaire.			
	15	Measurement scales: Nominal Scale, Ordinal Scale, Interval Scale, Ratio Scale			
	16	Scaling Techniques: Comparative and Non-Comparative scaling Techniques.			
	17	Techniques and Tools for Data Collection, Pre-testing, and Pilot Study.			
	18	Processing of Data, Classification, Editing, Coding, Tabulation.			
	19	Testing of Hypothesis - Errors in Testing - Type-I and Type-II Errors			
	20	One-Tailed and two-Tailed Tests, Level of Significance, Parametric Tests			

	21	Non-Parametric Tests, Interpretation of Test Results			
	22	Use of Computer in Data Processing.			
IV		Report Writing and Presentation			
	23	Research Report, Types of Reports, Style of Reporting			
		Documentation			
	24	Qualities of a Good Report			
	25	Citation, Footnotes, References, Bibliography, APA, and			
		MLA Format			
	26	Research Ethics – Ethical Issues in Research, Plagiarism	12		18
	27	Plagiarism Checkers, Salami Slicing, Falsification,	12	100	
		Fabrication, Duplicate Submission, Data Manipulation.			
\mathbf{V}		Open Ended Module			
		• Research Design Workshop: Organize interactive			
	1	workshops where students learn to design			
	1	research projects from scratch. Cover essential			
		components such as formulating research			
		questions, choosing appropriate research			
		methodologies (qualitative, quantitative, mixed			
		methods), and designing data collection tools			
		(surveys, interviews, observations). Students can			
		work in groups to design a research proposal on a			
		current business issue, encouraging collaborative			
		learning and creativity in approach.			
		Peer-Reviewed Journal Club: Create a journal			
		club where students regularly meet to discuss and			
		critique recent articles from peer-reviewed			
		business journals.			
		Research Ethics Seminar: Organize seminars or workshops on research ethics, forwing on issues			
		workshops on research ethics, focusing on issues			
		such as data privacy, informed consent, and ethical considerations in business research.			
		Engaging students in discussions and case studies			
		related to ethical dilemmas in research can			
		deepen their understanding of the importance of			
		ethics in the research process.			
		Dissertation/Thesis Proposal Defence: For			
		advanced students, organizing a mock thesis or			
		dissertation proposal defence can provide a			
		comprehensive learning experience. This			
		involves writing a research proposal, presenting it			
		to a panel of peers and faculty, and defending the			
		methodology and significance of their proposed			
		research.			
		research.			

PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7

CO 1	3	2	1	2	2	2	2	1	2	1	2
CO 2	3	3	2	3	2	3	1	2	2	1	3
CO 3	3	3	2	3	2	2	1	1	2	2	2
CO 4	2	2	2	2	2	1	2	1	1	2	1
CO 5	3	2	2	3	2	3	2	2	1	2	3
CO 6	2	2	3	2	2	3	1	1	2	2	3

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
- b. Open book test
- c. Laboratory report
- d. Problem based assignments
- e. Individual project report
- f. Case study report
- g. Team project report
- h. Literature survey
- i. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial work

- h. Home assignments
- i. Self and peer Assessments
- j. Oral presentations
- k. Observation of practical skills

REFERENCES

- 1. S. Kevin, Research Methodology for Social Sciences, Ane Books Pvt.Ltd, New Delhi, 2019
- 2. Deni Eliott& Judie Stern, Research Ethics: A Reader, University Press of New England, 1997
- 3. Kothari C. R, Research Methodology: Methods and Techniques, New Age International (P) Ltd., Publishers, 2004
- 4. Sharma C.K, Jain M K, Research Methodology, New Delhi, Shree Publishers, 2008.
- 5. Russell Bernard H., Gery W. Ryan, Analysing Qualitative Data: Systematic Approaches, SAGE Publications, 2010
- 6. John Creswell, Research Design: Qualitative, Quantitative, and mixed methods approach. Fourth edition, Sage Publications, 2013
- 7. Singh A.K., Tests, Measurements and Research Methods in Behavioural Sciences. Bharati Bhawan Publishers & Distributors, New Delhi, 2017
- 8. Sharma K.R, Research Methodology, New Delhi, National Publishing House, 2004
- 9. Hair, Anderson, Tatham and Black,5th Edition, Multivariate Data Analysis, ISBN 10: 0138948585 / ISBN 13: 9780138948580, Published by Prentice Hall College Div, 1998
- 10. Gummersson, E. Qualitative methods in Management Research, Sage publications, 1991

SUGGESTED READINGS:

- 1. C.R. Kothari (2013), Research Methodology: Methods and Techniques, New Age International
- 2. Ulin P, Robinson E, Tolley E. (2005), Qualitative Methods in Public Health: A field guide for Applied Research, Medicine& Science in Sports & Drys Exercise
- 3. John Creswell (2013). Research Design: Qualitative, Quantitative, and mixed methods approach. Fourth edition, Sage Publications

Programme	BBA				
Course Code					
Course Title	Communication	ng With AI			
Type of Course	SEC				
Semester	5				
Academic Level	300-399				
Course Details	Credit	Lecture per	Tutorial	Practicum	Total Hours
		week	per week	per week	
	3	3	-		45
Pre-requisites					
Course	In the rapidly	evolving land	dscape of art	ificial intellig	ence (AI), the
Summary	ability to effec	tively commun	nicate and col	laborate with A	AI systems has

become an essential skill for professionals across various disciplines. "Communicating with AIis an innovative course designed to equip students with the foundational knowledge and practical skills necessary to navigate the complex interactions between humans and AI systems. This course delves into the multifaceted nature of AI communication, examining both the technical underpinnings and the broader societal implications.

Course Outcomes (CO):

CO	CO Statement	Cognitive	Knowledge	Evaluation
		Level*	Category#	Tools used
CO1	Understand the fundamental	U	С	Practical
	principles of AI and machine			Assignment /
	learning, including how AI			Observation
	systems are designed, trained, and			of Practical
	deployed.			Skills
CO2	Develop skills in designing,	Ap	P	Seminar
	implementing, and evaluating			Presentation /
	human-AI interfaces, with a focus			Group
	on enhancing usability,			Tutorial Work
	accessibility, and effectiveness.			
CO3	Analyze the ethical, cultural, and	Ap	P	Seminar
	societal dimensions of AI			Presentation /
	communication, emphasizing the			Group
	importance of responsible AI			Tutorial Work
-	development and usage.			
CO4	Apply communication theories and	U	С	Practical
	practices in the context of AI,			Assignment /
	fostering meaningful interactions			Observation
	between humans and machines.			of Practical
				Skills
CO5	Engage in interdisciplinary	Ap	P	Seminar
	research and projects that explore			Presentation /
	innovative approaches to AI			Group
	communication in various sectors,			Tutorial Work
	including education, healthcare,			
	business, and entertainment.			
* Da	mambar (D) IIndonstand (II) Apply	(A \ A 1		α (α)

 $^{*-}Remember\ (R),\ Understand\ (U),\ Apply\ (Ap),\ Analyse\ (An),\ Evaluate\ (E),\ Create\ (C)$

Module	Unit	Content	Hrs	Internal	External
			(45)	(25)	(50)
I		Artificial Intelligence and Business Administration	9	20	12

^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

	1			
	Basics of Artificial Intelligence (AI)-Definition and Scop of AI	be		
	2			
	Historical Context and Evolution of AI			
	Applications of AI in Business and Daily Life			
	4			
	Ethical considerations in AI			
	Role of AI in Business Administration-AI and Decision Making in Business-AI in Marketing, Finance, HR, and Operations			
	6 Real-Successful AI Implementations			
	7 Challenges and Risks associated with AI in business			
	Integrating AI into Business Strategy-Strategies for incorporating AI in business operations			
	9 Impact of AI on Business Models			
	Developing a Competitive Edge through AI adoption.			
II	Business Analytics and Decision Support Systems	9	12	
	11			
	11			
	Understanding Business Analytics-Introduction to			
	Business Analytics and its Significance: Key Concepts-			
	Descriptive, Predictive, and Prescriptive Analytics			
	Tools and Techniques for Business Analytics.			
	13			
	Decision Support Systems (DSS)-Role of DSS in Business Decision-Making			
	Components of DSS: Data Models, and User Interface.			
	Data-Driven Decision Making-Importance of data in Decision-Making			
	Data Collection, Processing, and Analysis			
	17 Implementing Data-Driven Decision-Making in Business	S		
	AI-Powered Business Intelligence-Integration of AI in Business Intelligence			
	AI-Driven Analytics Tools and Platforms			

III		Promoting and Implementing AI in Business	9	13	
	20	Promoting AI Adoption in Organizations-Strategies for promoting AI adoption-Building Awareness and Overcoming Resistance, Aligning AI with Business Goals.			
	21	AI Project Management-Project Planning and Execution for AI implementations			
	22	Managing resources and Timelines, Monitoring and Evaluating AI projects.			
	23	AI and Entrepreneurship-Opportunities for Entrepreneurs in the AI space-			
	24	AI-Driven Startups, Challenges and Risks in AI Entrepreneurship.			
	25	Ethical and Social Implications of AI in Business-Ethical considerations in AI decision-making-Social Impact and Responsibility of Businesses using AI, Current Issues and Future Trends.			
IV	Co	mmunication Strategies for AI Integration in Business Administration	9		13
	26	Understanding AI Communication Basics- Introduction to AI Communication and its Significance in Business Administration			
	27	Fundamentals of Natural Language Processing (NLP) and its Applications in AI Communication			
	28	Exploring Chatbots, Virtual Assistants, and other AI Communication Tools			
	29	Tailoring Messages for AI Interfaces -Adapting Communication Strategies for different AI platforms and Interfaces			
	30	Crafting effective dialogues for Chatbots and Virtual Assistants, Personalization Techniques in AI Communication for enhanced User Engagement			
	31	Enhancing User Experience through AI Communication - Understanding User Intent and Context in AI interactions			
	32	Implementing feedback mechanisms to improve AI communication, Designing user-friendly AI interfaces for			

		seamless interactions			
V		Open-Ended Module	9		
	1	Hands-on exercises with AI-based analytics tools		5	
	2	Ethics Debate: AI in Society -Organize a debate or panel			
		discussion on the ethical implications of AI in various sectors such as healthcare, finance, and criminal justice.			
		Students research and present arguments on topics like AI bias, privacy concerns, and the future of employment.			
	3	AI in Healthcare Case Studies: Analyze and discuss case studies where AI technologies are applied in healthcare, such as diagnostic tools, personalized medicine, and			
		patient monitoring systems. Students could also engage with guest speakers from the industry.			

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	2	1	2	2	2	2	1	2	1	2
CO 2	3	3	2	3	2	3	1	2	2	1	3
CO 3	3	3	2	3	2	2	1	1	2	2	2
CO 4	2	2	2	2	2	1	2	1	1	2	1
CO 5	3	2	2	3	2	3	2	2	1	2	3

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment – CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
- b. Open book test
- c. Laboratory report
- d. Problem based assignments
- e. Individual project report
- f. Case study report
- g. Team project report
- h. Literature survey
- i. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial work
- h. Home assignments
- i. Self and peer Assessments
- j. Oral presentations
- k. Observation of practical skills

REFERENCES

- 1. Peter J. A. Shaw "Introduction to Business Analytics: Using Artificial Intelligence" (2019, Springer)
- 2. Dursun Delen "Business Analytics: Data Analysis & Decision Making" (2019, Cengage Learning)
- 3. Jay Liebowitz "Business Analytics and Cyber Security Management in Organizations" (2019, CRC Press)
- 4. V. Sasi Kumar "Business Intelligence and Analytics" (2018, Pearson Education India)
- 5. Tapan K. Panda "Business Analytics: Concepts, Theories, and Applications" (2019, Oxford University Press)

SUGGESTEDREADINGS:

Books:

- 1. "Competing on Analytics: Updated, with a New Introduction" by Thomas H. Davenport and Jeanne G. Harris (2017, Harvard Business Review Press)
- 2. "The AI Advantage: How to Put the Artificial Intelligence Revolution to Work" by Thomas H. Davenport (2018, MIT Press)

Articles:

- 1. Davenport, T. H., & Ronanki, R. (2018). "Artificial intelligence for the real world." Harvard Business Review.
- 2. Marr, B. (2016). "What is artificial intelligence?" Forbes.
- 3. Manyika, J., et al. (2017). "Artificial intelligence: The next digital frontier?" McKinsey Global Institute.

Programme	BBA				
Course Code					
Course Title	Networking In	Business			
Type of Course	Core Course /	Minor			
Semester	6				
Academic Level	300-399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	3	-	2	75
Pre-requisites					•
Course Summary	The students will be able to assess the importance of people, teams and networks for business success, understand the various types of business networks, various networking skills required in business, apply the skills to develop own networks, achieve skills to resolve conflicts easily and understand the role of social media in business networking.				

Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Assess the importance of people, teams and networks for business success.	U	С	Instructor- created exams / Quiz
CO2	Understand the various types of business networks	U	С	Practical Assignment / Observation of Practical Skills
CO3	Achieve the various networking skills required in business to resolve conflicts easily	Ap	Р	Seminar Presentation / Group Tutorial Work
CO4	Apply the skills to develop own networks	Ap	Р	Instructor- created exams / Home Assignments
CO5	Understand the role of social media in business networking.	AP	Р	One Minute Reflection Writing assignments

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

			(75)	(30)	(70)	
I		Introduction to Networking	10	10	16	
	1	Importance of People-Team, Roles within a team,				
		Methods to develop a team				
	2	Essential Components of Networking	nents of Networking			
	3	Traditional Networking Strategies like Conferences,				
		City Council Meetings etc.				
II		Business Networking-Types-Skills required for	12			
		Networking				
	5	Business Networking: Goals and Strategies for Business			18	
		Networks				
	6	Types of Business Networks-Formal and Informal				
		Business Networks				
	7	Building and Expanding Professional Networks				
	8	Networking Skills-Networking across Cultural				
		Boundaries				
III		Networking Tools and Strategies	12		18	
	9	Networking Opportunities -				
	10	Networking Tools				
	11	Effective Networking Strategies				
	12	Common Mistakes in Business Networking				
	13	Developing and Managing a Business Contact Database				
IV		Technology to Network	11		18	
	18	Internet Communication, Networking in Social Media,				
		Creating Business Connections through Google+, X,				
		Facebook				
	19	Role of social media in Business Communication-				
	20	Benefits and Disadvantages of using Social Media as a				
		Networking Strategy				
	21	Guidelines for using Instant and Text Messaging in				
		Workplace				
	22	Building Business Connection by Blogging.				
${f V}$		Practicum			_	
		Case Studies and Discussion Forums: Present	30	20		
		students with current case studies on networking				
		challenges faced by organizations, including				
		topics like managing remote work infrastructure,				
		dealing with DDoS attacks, or implementing				
		zero-trust networks. Following the case study				
		analysis, facilitate discussion forums where				
		students can debate solutions and strategies,				
		encouraging them to apply critical thinking to				
		real-world problems.				
		Policy and Regulation Analysis: Engage				
		students in analysing and debating current				
		policies and regulations affecting the internet				
		and networking, such as net neutrality, data				
		protection laws (GDPR, CCPA), and				
		cybersecurity standards.	<u> </u>			

Guest Speaker Series: Invite industry professionals and experts to talk about current challenges and trends in the networking field,
including the future of networking, cybersecurity threats, and the evolution of network technologies.

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	3	2	3	3	1	2	1	3	1	1
CO 2	3	2	2	3	3	2	2	1	1	1	2
CO 3	3	3	2	3	3	3	3	3	2	3	3
CO 4	3	2	3	3	1	3	3	3	3	3	3
CO 5	3	2	2	3	3	2	3	3	3	3	2

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
- b. Open book test
- c. Problem based assignments
- d. Individual project report
- e. Case study report
- f. Team project report
- g. Literature survey
- h. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial work
- h. Home assignments
- i. Self and peer Assessments
- j. Oral presentations
- k. Observation of practical skills

REFERENCES

- 1. Carnegie, D. How to win friends and influence people.
- 2. Young, D. Crucial skills to improve your conversations.
- 3. Carbary, J. Content based networking.
- 4. Higdon, R., & Higdon, J. Freakishly effective social media for network marketing.
- 5. Labarr, A. S. The Power of Networking.
- 6. Kellog, T. Networking Mistakes.
- 7. Salpeter, M. Social Networking for Career Success.

Programme	BBA						
Course Code							
Course Title	Total Quality Management						
Type of Course	Core Course / Minor						
Semester	6						
Academic Level	300-399						
Course Details	Credit	Lecture per	Tutorial	Practical	Total Hours		
		week	per week	per week			
	4	4	-	-	60		
Pre-requisites							
Course	This course introduces the principles of Total Quality Management						
Summary	(TQM), a customer-oriented approach that emphasizes continuous						
	improvement in all aspects of business operations. Aimed at graduate						
	students and professionals seeking to deepen their understanding of						
	quality management systems, the curriculum is designed to foster a						
	comprehensive understanding of TQM's role in enhancing						
	organizational performance and competitiveness.						

Course Outcomes (CO):

CO	CO Statement	Cognitive	Knowledge	Evaluation
		Level*	Category#	Tools used
CO1	Understand the Evolution and	U	С	Standardised
	Principles of TQM			Test
CO2	Grasp Core TQM Concepts	Ap	P	Case Study and

					Classroom Discussion
CO3	Apply TQM To	ools and Techniques	Ap	P	Case Study and Classroom Discussion
CO4	Analyse TC Strategies	QM Implementation	U	С	Standardised Test

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

Module	Unit	Content	Hrs (60)	Internal (30)	External
			(00)	(50)	(70)
Ι		Overview of Total Quality Management	10	20	16
	1	Concept, Meaning, Definition of Quality			
	2	Need for Quality, Evolution of Quality			
	3	Dimensions of Product and Service Quality			
	4	Basic Concepts of TQM			
	5	TQM Framework			
	6	Contributions of Deming, Juran and Crosby			
	7	Barriers to TQM			
	8	Customer Focus, Customer Orientation, Customer			
		Satisfaction, Customer Complaints, Customer Retention			
II		TQM Principles	12		18
	5	Leadership - Quality Statements			
	6	Strategic quality planning, Quality Councils			
	7	Employee Involvement, Motivation, Empowerment,			
		Team and Teamwork, Recognition and Reward			
	8	Performance Appraisal			
	9	Continuous Process Improvement, PDCA Cycle, 5S,			
		Kaizen			
	10	Supplier Partnership, Partnering, Supplier Selection,			
		Supplier Rating			
III		TQM Tools and Techniques	14		18
	9	The Seven Traditional Tools of Quality			
	10	New Management Tools - Six Sigma-Concepts			
	11	Bench Marking- Concepts			
	12	Reason to Bench Mark FMEA			
	13	Stages, Types			
	14	Quality Circles			
	15	Cost of Quality			
	16	Quality Function Deployment (QFD)			
	17	Taguchi Quality Loss Function, TPM, Concepts, Improvement Needs			
	18	Performance Measures			

^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

IV		Quality Management System	12		18
	18	Introduction, Benefits of ISO Registration			
	19	ISO 9000 Series of Standards, Sector-Specific Standards:			
		AS 9100, TS16949, TL 9000, ISO 9001			
	20	Requirements, Implementation, Documentation, Audits,			
		Registration			
	21	Environmental Management System: Introduction, ISO			
		14000 Series Standards, Concepts of ISO 1400,			
		Requirements of ISO 14001			
	22	Benefits of EMS			
V		Open Ended Module:	12	10	
		 Quality Improvement Projects: Assign students to small groups and task them with identifying a real-life problem either within the university or a local business. They will apply TQM tools and techniques, such as the PDCA cycle, 5 Whys analysis, or Six Sigma methodologies, to propose and, if possible, implement improvements. Case Study Analysis and Presentation: Utilize case studies of successful and unsuccessful TQM implementations across various industries. Students will analyse these cases to understand the factors that led to success or failure, focusing on leadership, culture, customer focus, and continuous improvement. They will present their findings and recommendations, fostering public speaking skills and critical analysis. Guest Lectures and Industry Visits: Invite quality management professionals from different industries to share their experiences and insights on TQM practices, challenges, and outcomes. Organize visits to companies that are renowned for their TQM practices, allowing students to observe TQM in action and engage with professionals in the field. 			

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	3	2	1	3	3	3	2	2	3	1
CO 2	3	3	3	3	3	3	3	2	2	3	3
CO 3	3	3	3	3	3	3	3	2	2	3	3
СО	3	3	3	3	3	3	3	2	2	3	3

4						

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written Test
- b. Open Book Test
- c. Problem Based Assignments
- e. Individual Project Report
- f. Case Study Report
- g. Team Project Report
- h. Literature Survey
- i. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
 - b. Viva
 - c. Quiz
 - d. Interview
 - e. Class Discussion
 - f. Seminar
 - g. Group Tutorial Work
 - h. Home Assignments
 - i. Self and Peer Assessments
 - i. Oral Presentations
 - k. Observation of Practical Skills

REFERENCES

- a. Evans, J. R., & Lindsey, W. M. (2012). The Management and Control of Quality (8th ed., First Indian ed.). Cengage Learning.
- b. Janakiraman, B., & Gopal. (2006). Total Quality Management Text and Cases. Prentice Hall of India Pvt. Ltd.
- c. Suganthi, L., & Anand Samuel. (2006). Total Quality Management. Prentice Hall of India Pvt. Ltd.

Programme	BBA						
Course Code							
Course Title	Sustainable Business Environment						
Type of Course	VAC						
Semester	6						
Academic Level	300-399						
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours		
	3	3	-	-	45		
Pre-requisites							
Course	This course be	gins with an	introduction t	to the business	environment,		
Summary	providing a fo	oundational ui	nderstanding	of the externa	al factors that		
	impact business	ses. Students	then delve int	o the political	and economic		
	environment, e	xamining how	government	policies and n	nacroeconomic		
	trends influence	e business ope	rations and str	ategies. Next, t	the focus shifts		
	to sustainable b	ousiness pract	ices, where le	arners explore	ways to align		
	business activit	•		-	•		
	term viability.			-	•		
	cultural enviro	• .		_			
	technological a			_			
	consumer beha			•			
	understanding of	_		-			
	navigate compl				•		
				<i>Q</i> - · · ·			

Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Enable learner to gain a comprehensive grasp of the external factors shaping organizational operations, strategies, and performance, facilitating informed decision-making for sustained success	U	C	Standardized Test
CO2	Enable the learner to analyze the government influence on business environment, comprehend the intricate relationship between regulatory policies and business operations, enabling adept navigation of legal	Ap	P	Observation and Practical Skills

	frameworks for sustainable growth and compliance.			
CO3	Enable the learner to grasp the significance of macroeconomic factors and global trends in shaping business decisions and strategies for sustained profitability.	Ap	P	Observation and Practical Skills
CO4	Enable the learner to understand the impact of government policies and regulations on business operations, enabling strategic adaptation to navigate regulatory complexities and foster sustainable growth.	U	С	Standardized Test
CO5	Enable learner to analyze how innovations drive industry evolution, while in the socio-cultural module, analyze cultural dynamics to adapt strategies for diverse consumer markets.	Ap	P	Case Study
CO6	Enable students to explore sustainable business practices to ensure long-term viability and positive impact on both society and the environment	Ap	P	Observation and Practical Skills

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

Module	Unit	Content Hrs Interna						
			(45)	(25)	(50)			
I		Business and It's environment						
	1	Business – Nature, Concepts and Meaning.						
	2	Business environment- Nature, Concepts and Meaning.						
	3	Business Environment- Components						
	4	Business Environment- Types and its Role in Business	1		12			
	5	Role of Economic Policy in Business.	9					
	6	Business Ethics						
II		Economic and Political Environment						

^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

	6	Economy- Meaning, Nature and its Role in Indian context.			
	7	Factors affecting economy (Macro & Micro)			
	8	Political institutions- (Legislature- Executive- Judiciary)	9		12
	9	Role of Center and State Governments on Economy-			
	10	Economic policies- impact of Fiscal, Monetary, EXIM policy			
		and industrial policy on business.			
	11	Impact of Liberalization, Privatization and Globalization in			
		Indian context			
III		Technological and Socio-cultural environment		20	
	10	Concept of technology in business environment and			
		importance of making technological policies.			
	11	Role of AI in business environment.			
	12	Nature of Corporate governance- factors influencing	9		12
		Corporate governance			
	13	Mechanisms of Corporate governance			
	14	Nature of culture- impact of culture on business.			
IV		Sustainable Business Environment			
	17	Natural environment-meaning and influence on business			
	18	Environmental regulation and policy instruments.			14
	19	Introduction to Sustainability and sustainable development			
	20	Sustainability standards	9		
	21	Sustainable products and Eco branding			
	22	Sustainable value frame work and green supply chain			
\mathbf{V}		Open Ended Module			
		In collaboration with an NGO, organize a field trip to an	9	5	
		ecologically significant location. After the visit, students will			
		be tasked with preparing a SWOT analysis to assess the			
		potential for making this place business-friendly.			
-	•		•	•	

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6
CO 1	2	2	2	2	1	2	1	3	2	1
CO 2	3	2	3	1	2	2	1	3	3	2
CO 3	3	2	2	1	1	2	2	3	3	2
CO 4	2	2	1	2	1	1	2	2	2	2
CO 5	3	2	3	2	2	1	2	3	2	2
CO 6	2	2	3	1	1	2	2	2	2	3

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
- b. Open book test
- c. Laboratory report
- d. Problem based assignments
- e. Individual project report
- f. Case study report
- g. Team project report
- h. Literature survey
- i. Standardized Test

Formative Assessment (FA)

- ss. Practical Assignment
 - tt. Viva
 - uu.Quiz
 - vv. Interview
 - ww. Class Discussion
 - xx. Seminar
 - yy. Group Tutorial work
 - zz. Home assignments

aaa. Self and peer Assessments

bbb. Oral presentations

ccc. Observation of practical skills

REFERENCES

- 1. K. Aswathappa, Essentials of Business Environment, Himalaya Publishing House Pvt. Ltd,Ninth Edition 2007.
- 2. Rosy Joshi, Sangam Kapoor, Business Environment, Kalyani Publishers, Third Revised edition 2011.
- 3. Francis Cherunilam, Business Environment, Himalaya Publishing House, Himalaya Publishing House Pvt. Ltd., 22nd Edition 2013.
- 4. S.Adhikari- Business Environment
- 5. Misra and Pun-Business Environment
- 6. Ruddar Dutt and Sundaram K.P.S Business Environment
- 7. Chidambara K- Business Environment, Vikas Publishing House
- 8. The Rise and fall of Nations-Ruchir Sharma, Penguin Books limited, 2017

SUGGESTED READINGS:

- 1. Green to Gold: How Smart Companies Use Environmental Strategy to Innovate, Create Value, and Build Competitive Advantage, Daniel C. Esty, Andrew S. Winston
- 2. Business and Sustainability, Michael Blowfield
- 3.The Triple Bottom Line: How Today's Best-Run Companies Are Achieving Economic, Social and Environmental Success and How You Can Too, by Andrew Savitz
- 4.The New Sustainability Advantage: Seven Business Case Benefits of a Triple Bottom Line, Bob Willard
- 5. Various articles, cases, research literature, websites in the related area

Programme	BBA							
Course Code								
Course Title	Strategic Man	agement						
Type of Course	Core Course							
Semester	7							
Academic Level	400 – 499							
Course Details	Credit	Lecture per	Tutorial	Practicum	Total Hours			
		week	per week	per week				
	4	3	-	2	75			
Pre-requisites								
Course	This course into	roduces the ke	y concepts, to	ols, and princip	oles of strategy			
Summary	formulation and	d competitive	analysis. It is	s concerned w	ith managerial			
	decisions and	actions that	affect the pe	erformance an	d survival of			
	business enterp	rises. The cou	rse is focused	on the informa	ntion, analyses,			
	organisational	organisational processes, and skills and business judgment managers						
	must use to d							
	boundaries and	maximize lo	ng-term profi	ts in the face	of uncertainty			
	and competition	1.						

Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
0.04			Category#	
CO1	Understand the concept, process and	U	C	Standardised
	levels of strategic management			Test
CO2	Have proficiency in competitive	Ap	P	Case Study and
	strategies in different types of			Classroom
	industries			Discussion
CO3	Have proficiency in forms of	Ap	P	Case Study and
	corporate restructuring			Classroom
				Discussion
CO4	Ability to identify strategic issues and	U	С	Standardised
	design appropriate courses of action			Test
5	1 (7) 77 1 1 1 (77) 4 1 (4	\ A 1 (A	\ E 1 (E)	C (C)

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

Module	Unit	Content	Hrs (75)	Internal (30)	External
			(13)	· · ·	(70)
I		Overview of Strategic Management	11	10	16
	1	Concept and Process of Strategic Management			
	2	Benefits of Strategic Management, Vision and Mission			
	3	Functional Strategies: Human Resource Strategy,			
		Marketing Strategy, Financial Strategy			
	4	Levels of Strategies: Corporate, Business and			
**		Operational Level Strategy	44		40
II		Strategy Formulation	11		18
	5	Strategic Formulation - Strategic Choice, Stages, and			
		Importance of Strategic Formulation			
	6	Formulation of Alternative Strategies: Mergers,			
		Acquisitions, Joint Ventures, Diversification,			
	7	Turnaround, Divestment, Liquidation			
	7	Corporate Portfolio Analysis - SWOT Analysis, PESTE			
	8	Michael Porter's Five Force Analysis, BCG Matrix,			
		GE Nine Cell Matrix, Hofer's Matrix, McKinsey 7 -S			
		Model			
III	S	Strategy Implementation, Evaluation and Control	11		18
	9	Concept of Strategy Implementation			
	10	Nature of Strategy Implementation			
	11	Behavioral, Structural, Functional and Procedural			
		Implementations			
	12	Criteria of Strategy Evaluation			
	13	Strategy Surveillance			
	14	Mechanism for Controlling Strategy			
	15	Du Pont's Control Model			
	16	Concept of Value Chain			
	17	Strategy Audit			
IV	10	Corporate Restructuring	12		18
	18	Concept, Need of Corporate Restructuring			
	19	Factors of Corporate Restructuring - Internal and			
	20	External			
	20	Forms of Corporate Restructuring			
	21	Indian Strategic Alliances and International Businesses			
	22	- Importance, Types			
V	22	Governing Strategies of PPP Model Practicum	30	20	
•	1		30	20	
	1	Expert Guest Lectures and Workshops: Invite			
		industry experts to share insights on strategic challenges they have faced and the strategies they			
		have employed to overcome them.			
	2	Debate on Strategic Decisions: Organize debates on	-		
		Debate on Strategic Decisions. Organize debates on			

	strategic decisions taken by real-world companies, whether successful or not. Topics can include mergers and acquisitions, market entry strategies, diversification, or strategic alliances.		
3	Case Study Analysis and Presentation: Select contemporary case studies from leading business journals or case repositories that highlight strategic challenges faced by organizations. Assign these case studies to students for in-depth analysis, asking them to identify the strategic issues, evaluate the options, and recommend actions. Encourage students to present their findings in class, fostering a discussion that explores diverse strategic perspectives.		

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO	3	3	2	1	3	3	3	2	2	3	2
1											
CO	3	3	3	3	3	3	3	2	2	3	3
2											
CO	3	3	3	3	3	3	3	2	2	3	2
3											
CO	3	3	3	3	3	3	3	2	2	3	1
4											

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment(SA)

- a. Written Test
- b. Open Book Test
- c. Problem Based Assignments
- e. Individual Project Report
- f. Case Study Report
- g. Team Project Report
- h. Literature Survey
- i. Standardized Test

Formative Assessment (FA)

a. Practical Assignment

- b. Viva
- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial Work
- h. Home Assignments
- i. Self and Peer Assessments
- i. Oral Presentations
- k. Observation of Practical Skills

REFERENCES

- 1. Thomas, J. (Year of Publication). Strategic Management Text and Cases. Pearson.
- 2. Hill, C. W. L., Schilling, M. A., & Jones, G. R. (Year of Publication). Strategic Management. Cengage Learning.
- 3. Werther, Jr, W. B., & Chandler, D. (Year of Publication). Strategic Management and CSR Strategic Corporate Social Responsibility: Stakeholders in a Global Environment. Sage.
- 4. Srinivasan, R. (Year of Publication). Strategic Management: The Indian Context. Prentice Hall of India.
- 5. Kazmi, A. (Year of Publication). Strategic Management. Tata McGraw Hill.
- 6. Glueck, W. F., & Lavch, L. R. (Year of Publication). Business Policy and Strategic Management. McGraw Hill.

SUGGESTED READINGS:

- 1. Porter, E, Michael Competitive Advantage Creating and Sustaining Superior Performance. London, Free Press
- 2. Shrivastava, R. M, Management Policy and Strategic Management. Mumbai, Himalaya Publishing House.
- 3. Gregory G. Dess and Alex Miller, Strategic Management. New Delhi, McGraw Hill.

Programme	BBA							
Course Code								
Course Title	Data Analysis Tools for Social Scientists							
Type of Course	Core Course	Core Course						
Semester	7							
Academic Level	400- 499							
Course Details	Credit	Lecture per	Tutorial	Practicum	Total Hours			
		week	per week	per week				
	4	3	1	2	75			
Pre-requisites								
Course	This course pr	ovides a com	prehensive in	troduction to	social science			
Summary	research metho	ds and data an	alysis. It cover	rs the entire res	search process,			
	from formulating							
	effectively. S	effectively. Students will learn various research designs and						
	methodologies,	ethical consi	iderations, sar	npling techniq	jues, and data			
	collection met	hods common	nly used in s	ocial science	research. The			

course also emphasizes the importance of data manageme	nt,
visualization, and effective communication of research findin	gs.
Students will explore the role of data journalism in informing pub	olic
opinion and understand the ethical and legal considerations involved	in
data communication.	

Course Outcomes (CO):

СО	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Comprehend the steps involved in developing a research plan, from formulating research questions to selecting appropriate methodologies.	U	C	Instructor- created exams / Quiz
CO2	Enable the learner to gain proficiency in designing research studies, including hypothesis development, selection of research design, and methodology.	Ap	Р	Practical Assignment / Observation of Practical Skills
CO3	Design a variety of data collection instruments for contemporary business research issues and apply the principles of sampling and sample size determination to contemporary business research problems	Ap	Р	Seminar Presentation / Group Tutorial Work
CO4	Demonstrate an understanding of ethical considerations inherent in social science research, including participant consent, confidentiality, and minimizing harm.	U	С	Instructor- created exams / Home Assignments
CO5	Construct different types of testable hypotheses and interpret the statistical test outcomes	Ap	Р	One Minute Reflection Writing assignments
CO6	Formulate alternative research designs for a real-life business research problem and discuss the pros and cons of each design and research proposal.	Ap	Р	Viva Voce

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

Module Unit Content	Hrs	Internal	External
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^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

			(75)	(30)	(70)
I		Developing Research Plan	11	10	16
	1	Steps involved in developing research plan.			
	2	Research question formulation and hypothesis			
		development.			
	3	Ethical considerations in social science research			
	4	Research design and methodology selection.			
	5	Sampling techniques in social science research			
	6	Data collection methods in social science research			
II	Fou	ndations of Data Analysis in Social Science Research			
	7	Introduction to data analysis tools and techniques for			
		social science research	11		
	8	Data types and measurement in social science research			18
	9	Data cleaning, management, and visualization			
	1.0	techniques	-		
	10	Basic statistical concepts and analysis methods	-		
	11	Practical exercises using software tools for data			
	12	analysis and visualization			
III	_	Preparing a research plan and ethical considerations vanced Data Analysis Techniques for Social Science			
111	Au	Research			
	13	Modelling in social science research, including logistic			
		regression and probability	12		18
	14	Techniques for measuring latent variables and			
		analysing spatial data			
	15	Methods for survey design, administration, and data			
		coding			
	16	Understanding confounding factors and causality in			
	17	social science research	_		
	17	Application of data analysis tools to predict outcomes			
	18	in the social world Practical exercises using software tools for advanced	-		
	10	data analysis and modelling			
IV		Communication of Data in Social Science Research			
	19	Importance of effective communication of social	1		
		science data			
	20	Role of data journalism in informing public opinion			
	21	Effective data visualization principles and software			
		tools			40
	22	Writing and presenting research reports and papers	11		18
	23	Ethical and legal considerations in data communication			
₩7		and journalism			
\mathbf{V}		Practicum Description of the second of the	-		
		Practical exercises using software tools for data analysis and communication	30	20	
		analysis and communication	30	4 U	
		 Case studies on data journalism and storytelling using social science data 			
		 Data-Driven Societal Issue Analysis: Students 			
		- Data-Dirven Societal Issue Alialysis, Students			

are tasked with selecting a current societal issue	
(e.g., income inequality, gender disparities,	
climate change impacts on communities) and	
utilizing data analysis tools to explore, analyse,	
and visualize data related to their chosen issue.	
Data Visualization Competitions: Encourage	
creativity and technical skill development by	
hosting competitions for the most insightful or	
innovative visual representation of data.	

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	2	1	2	2	2	2	1	2	1	1
CO 2	3	3	2	3	2	3	1	2	2	1	1
CO 3	3	3	2	3	2	2	1	1	2	2	2
CO 4	2	2	2	2	2	1	2	1	1	2	2
CO 5	3	2	2	3	2	3	2	2	1	2	2
CO 6	2	2	3	2	2	3	1	1	2	2	2

Correlation Levels:

Level	Correlation
ı	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
- b. Open book test

- c. Laboratory report
- d. Problem based assignments
- e. Individual project report
- f. Case study report
- g. Team project report
- h. Literature survey
- i. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial work
- h. Home assignments
- i. Self and peer Assessments
- j. Oral presentations
- k. Observation of practical skills

REFERENCES

- 1. C.R.Kothari, Gaurav Garg. 2019. Research methodology: Methods and techniques (4th revised ed.). New Age International (P) Ltd., Publishers.
- 2. S.P.Gupta. 2017. Statistical Methods. Sultan Chand & Sons, New Delhi. 44th Edition.
- 3. Chawla, D, & Sondhi, N. (2011) Research Methodology Concepts and Cases ,1st Edition, Vikas Publishing House, New Delhi.
- 4. Johnson, R.A. & Wichern, D.W. (1997) Business Statistics-Decision Making with Data, 1st Edition, John Wiley & Sons, United States.
- 5. Malhotra, N & Dash. S (2010) Marketing Research An Applied Orientation ,6th Edition, Pearson, Prentice Hall of India, New Delhi.
- 6. Donald R. Cooper and Pamela S. Schindler (2013), Business Research Methods, Tata McGraw Hill
- 7. Williams Zickmund G (2003), Business Research Methods, 7th Edition, Pearson Education
- 8. Hair, Anderson, Tatham and Black (2006), 5th Edition, Multivariate Data Analysis, Pearson Education
- 9. O.R. Krishnaswamy (2005), Methodology of Research in Social Sciences, 2nd Edition, Himalaya Publishers.
- 10. Kumar, R. (2019). Research methodology: A step-by-step guide for beginners (5th ed.). SAGE Publications India Pvt Ltd.
- 11. Panneerselvam, R. (2014). Research methodology (3rd ed.). PHI Learning Pvt. Ltd.
- 12. Ranjit Kumar. (2019). Research methodology: A step-by-step guide for beginners (5th ed.). SAGE Publications India Pvt Ltd.
- 13. Uma Sekaran and Roger Bougie. (2016). Research methods for business: A skill-building approach (7th ed.). John Wiley & Sons, Inc.
- 14. Vohra, N. D. (2013). Research methodology and techniques in agriculture (3rd ed.). New India Publishing Agency.

- 15. Garg, G. (2017). Research methodology: Principles and techniques (2nd ed.). R. Chand & Company Ltd.
- 16. Sen, S. N., & Baboo, B. (2013). Research methodology: Methods and techniques (2nd ed.). New Central Book Agency.

SUGGESTED READINGS:

- a. Luck, David J and Rubin, Ronald S., Marketing Research, Seventh edition, Prentice Hall of India
- b. Aaker, David A; Kumar V and George S., Marketing Research, Sixth edition, John Wiley & Sons
- c. Boyd, Harper W, Westphall, Ralph & Stasch, Stanely F, Market Research Text & Cases, Richard D. Irwin Inc. Homewood, Illinois.
- d. Morling, B. (2021). Research methods in psychology: Evaluating a world of information (4th ed.). W. W. Norton & Company.
- e. Creswell, J. W., & Creswell, J. D. (2018). Research design: Qualitative, quantitative, and mixed methods approach (5th ed.). SAGE Publications.
- f. Neuman, W. L. (2019). Social research methods: Qualitative and quantitative approaches (8th ed.). Pearson.
- g. Babbie, E. R. (2019). The practice of social research (14th ed.). Cengage Learning.
- h. Gravetter, F. J., & Forzano, L. B. (2019). Research methods for the behavioral sciences (6th ed.). Cengage Learning.
- i. Monette, D. R., Sullivan, T. J., & DeJong, C. R. (2019). Applied social research: A tool for the human services (10th ed.). Cengage Learning.
- j. Patten, M. L. (2018). Understanding research methods: An overview of the essentials (10th ed.). Routledge.
- k. Gliner, J. A., Morgan, G. A., & Leech, N. L. (2016). Research methods in applied settings: An integrated approach to design and analysis (3rd ed.). Routledge.
- 1. Field, A. (2020). Discovering statistics using IBM SPSS statistics (5th ed.). SAGE Publication
- m. R. P. Rastogi. (2018). Research methodology: A step-by-step guide for beginners (5th ed.). SAGE Publications India Pvt Ltd.

Online Content

https://onlinecourses.swayam2.ac.in/cec20 hs17/preview

Courses in the Area of Specialisation/ Elective

Programme	BBA				
Course Code					
Course Title	Security Analy	sis and Portf	olio Managen	nent	
Type of Course	(Elective Cour	rse 1) Group 1	l - Finance		
Semester	5				
Academic Level	300-399				
Course Details	Credit	Lecture per	Tutorial	Practical	Total Hours
		week	per week	per week	
	4	4	-	1	60
Pre-requisites	No pre-requisit	es for this cou	rse		
Course	Securities ana	lysis and po	rtfolio mana	gement cours	e provides a

Summary	comprehensive exploration of key concepts and practices in the field of
	investment. The course aims to equip learners with the knowledge and
	skills necessary to make informed and strategic investment decisions

Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Familiarize with the theory and practice of investment analysis and portfolio management	U	С	Instructor- created exams / Quiz
CO2	Analyse the relationship between risk and return	Ap	Р	Seminar Presentation / Group Tutorial Work
CO3	Comprehend the portfolio and capital market theories and apply to formulate the optimal portfolio based on the investor constraints	Ap	Р	Seminar Presentation / Group Tutorial Work
CO4	Visualize the meaning and types of efficient capital market.	U	С	Instructor- created exams / Quiz
CO5	Evaluate the performance of different portfolios by applying quantitative tools to identify the best investment alternatives in designing and re-designing the portfolio.	Ар	Р	Seminar Presentation / Group Tutorial Work
CO6	Evaluate strategies followed by various portfolio manager.	Ap	Р	Seminar Presentation / Group Tutorial Work

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

Module	Unit	Content	Hrs	Internal	External
			(60)	(30)	(70)
I	Inves	stment, Risk and Return & Valuation of Securities	12	20	16
	1	Introduction to Investment: Objectives, Investment			

[#] - Factual Knowledge (F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

		and Speculation			
	2	Types of Financial Investments, Sources of			
	2	Investment Information			
	3	Return and Risk Analysis Return: Concept of			
		Return, Computation of Return. Risk: Concept of			
		Risk, Systematic and Unsystematic Risk, Sources of			
		Investment Risk, Measurement of Risk			
	4	Bond and fixed income instruments valuation –			
		valuation of equity and preference shares			
II		Fundamental and Technical Analysis	12		18
	5	Securities Analysis Fundamental Analysis: Analysis			
		of Economy, Tools for Economic Analysis			
	6	Industry Analysis: Different Stages of Industry Life-			
		cycle, Key Factors in Industry Analysis			
	7	Company Analysis: Tools for Profitability and			
		Financial Soundness			
	8	Technical Analysis: Theories of Technical Analysis:			
		Dow Theory, Elliot Wave Theory. Charting Tools			
III		Portfolio Theory and Capital Market Theory	12		18
	9	Markowitz portfolio theory			
	10	Risk and risk aversion			
	11	Efficient Frontier and Utility			
	12	Capital Market Theory – Capital Market Line			
	1.0	(CML) & Separation Theorem			
	13	Market Portfolio, Security Market Line (SML)			
	14	Capital Asset Pricing Models			
	15	CAPM and Arbitrage pricing theories			
	16	Market mechanism, testable hypothesis about			
	17	market efficiency			
	17	Implications of efficiency market hypothesis for			
TX7	1	security analysis and portfolio management	10		10
IV	10	Portfolio Management	12		18
	18 19	Discussion on Passive Vs Active management			
	19	Passive strategies and active strategies of Portfolio Management			
	20	Asset Allocation Strategies			
	21	Portfolio Evaluation Measures – Sharpe ratio,			
	21	Treynor ratio and Jensen's Alpha			
	22	Portfolio monitoring and revision			
V		Open Ended Module:	12	10	
,		Creating Awareness and Sessions on Online		1 0	
		Trading			
		11001115	1		

30% Problems and 70% Theory.

Mapping of COs with PSOs and POs:

DCO1	DCO2	DCO2	DCO4	DO1	DO3	DO2	DO 4	DO5	DOC	DO7
PSO1	PSO2	PSO3	PSO4	POI	PO2	PO3	PO4	POS	POb	PO/

CO 1	3	3	2	3	3	2	3	3	3	2	2
CO 2	2	3	2	3	3	3	3	2	3	3	3
CO 3	2	3	2	3	3	3	1	3	3	2	2
CO 4	2	3	3	3	2	3	3	3	2	3	3
CO 5	2	3	2	3	2	3	3	3	3	3	3
CO 6	3	3	3	3	3	2	3	3	3	2	2

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
- b. Open book test
- c. Laboratory report
- d. Problem based assignments
- e. Individual project report
- f. Case study report
- g. Team project report
- h. Literature survey
- i. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar

- g. Group Tutorial work
- h. Home assignments
- i. Self and peer Assessments
- j. Oral presentations
- k. Observation of practical skills

REFERENCES

- 1. Reilly, Frank R, Keith C. Brown (2012), Investment Analysis and Portfolio Management, Thomson South Western.
- 2. Chandra, Prasanna (2012), Investment Analysis and Portfolio Management, Fourth edition, McGraw-Hill.
- 3. Bhalla V. K. (2013), Investment Management Security Analysis and Portfolio Management, Nineteenth Edition, S. Chand and Company., New Delhi.
- 4. Khatri, Dhanesh (2017), Security Analysis and Portfolio Management, McGrawHill.
- 5. Ranganatham R., Madhumathi R. (2012), Security Analysis and Portfolio Management, Pearson Dorling Kindersley (India) Pvt. Ltd.
- 6.Prasanna Chandra, (2017), Investment Analysis and Portfolio Management, 5th edition McGraw Hill.

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Course Outcomes (CO):

СО	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Understand the role and importance of financial derivatives in financial markets	U	С	Instructor- created exams / Quiz
CO2	Explore the role of credit risk in swaps	Ap	Р	Seminar Presentation / Group Tutorial Work
CO3	Price and value forwards, futures,	Ap	P	Seminar

	options, and swaps			Presentation / Group Tutorial Work
CO4	Identify and understand different types of financial derivatives: Forwards, Futures, Options, Swaps.	U	С	Instructor- created exams / Quiz
CO5	Understand and apply different option trading strategies	Ap	Р	Seminar Presentation / Group Tutorial Work

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

Module	Unit	Content	Hrs	Internal	External
			(60)	(30)	(70)
I		Introduction to Financial Derivatives	10	20	16
	1				
		Understanding the role of financial derivatives in financial markets			
	2	Introduction to basic financial derivatives: Forwards, Futures, Options, Swaps			
	3	Overview of derivative markets: Exchange-traded vs OTC derivatives			
	4	Hands-on: Identifying and categorizing different types of financial derivatives			
II		Forwards and Futures	10	-	18
	5			-	
		Understanding forwards and futures contracts			
	6	Pricing of forwards and futures		-	
	7	Hedging using forwards and futures			
	8	Future Trading Strategies		-	
		Workshop: Pricing of forwards and futures			
		Group project: Hedging using forwards and futures			
III		Options and Swaps	18		18
	9				
		Understanding options: Call options, Put options			
	10	Option pricing models: Binomial model, Black-Scholes			
		model			
	11	Option trading strategies			
	12				
		Hands-on: Option pricing using Binomial model and Black-Scholes model			

^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

	13	Group project: Developing option trading strategies			
	14			=	
		Understanding interest rate swaps and currency swaps			
	15	Pricing and valuation of swaps			
	16	Credit risk in swaps			
	17				
		Hands-on: Pricing and valuation of swaps			
	18	Case study: Managing credit risk in swaps			
IV		Hedging	10		18
	19	Concepts, Basics, Long and short hedges			
	20	Cross hedging			
	21	Basis risk and hedging			
	22	Devising a hedging strategy, Managing of hedge			
V	Open Ended Module:		12	10	
	1	Interaction with Industry Expert: A session with an			
		industry expert to discuss real-world applications and			
		trends in financial derivatives			

40% Problems 60% Theory

Mapping of COs with PSOs and POs:

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	3	2	3	3	2	3	3	3	3	2
CO 2	3	3	2	3	3	3	2	3	3	3	3
CO 3	2	2	2	3	3	2	3	3	3	3	2
CO 4	3	2	2	3	2	3	3	3	2	2	3
CO 5	2	3	2	3	3	3	1	2	3	3	3

Correlation Levels:

Level	Correlation
1	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
- b. Open book test
- c. Laboratory report
- d. Problem based assignments
- e. Individual project report
- f. Case study report
- g. Team project report
- h. Literature survey
- i. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial work
- h. Home assignments
- i. Self and peer Assessments
- j. Oral presentations
- k. Observation of practical skills

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- 1. John C. Hull (2018), Options, Futures, and Other Derivatives, Pearson
- 2. Robert L. McDonald (2020), Derivatives Markets, Pearson
- 3. Jamil Baz and George Chacko (2021), Financial Derivatives: Pricing, Applications, and Mathematics.

Programme	BBA							
Course Code								
Course Title	Strategic Final	ncial Manage	ment					
Type of Course	(Elective Cour	se 3) Group	1 - Finance					
Semester	6							
Academic Level	300-399							
Course Details	Credit	Lecture per	Tutorial	Practical	Total Hours			
		week	per week	per week				
	4	4	-	-	60			
Pre-requisites								
Course	This comprehen	nsive Financia	l Strategy and	l Planning cou	rse delves into			
Summary	the core princip	les of strategio	c financial ma	nagement, enco	ompassing five			
	modules that	cover topics	such as the	application of	strategy and			
	planning in fina	planning in financial contexts, techniques for financial forecasting, risk						
	evaluation in ca	evaluation in capital budgeting, business valuation methods, and sources						
	of international	long-term fir	ance. Student	s will gain pra	actical insights			

into decision-making processes, profitability analysis, and sensitivity analysis, developing proficiency in utilizing discounted cash flow models for valuation and navigating risks associated with international projects financing. The course also explores various forms of export finance, documentary credit, and the latest trends in strategic financial management, including corporate governance and fintech strategies. By the course's conclusion, students will emerge with a well-rounded understanding of strategic financial decision-making and an ability to apply these concepts in diverse financial scenarios.

Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Understand the meaning of strategy and planning in the context of financial management.	U	C	Instructor-created exams / Quiz
CO2	Analyze the financial planning process and its role in decision-making and problemsolving.	Ap	Р	Seminar Presentation / Group Tutorial Work
CO3	Equip with the knowledge and skills necessary to navigate strategic financial management challenges in both domestic and international contexts.	Ap	P	Seminar Presentation / Group Tutorial Work
CO4	Equipped with the knowledge and skills required for strategic financial decision-making in various business scenarios, demonstrating proficiency in forecasting, risk evaluation, valuation, and international financial management.	Ар	Р	Seminar Presentation / Group Tutorial Work

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

Module	Unit	Content	Hrs	Internal	External
			(60)	(30)	(70)
I		Introduction to Financial Strategy and Planning	9	20	
	1	Meaning of Strategic Financial Management			16
	2	Capital Allocation and Corporate Strategy, Major Kinds			
		of Strategies and Policies			
	3	Financial Models – Tools or Techniques of Financial			
		Modeling – Process of Financial Model Development -			
	4	Applications of Financial Models – Types of Financial			
		Models			
		Risk evaluation in Capital Budgeting	15		

[#] - Factual Knowledge (F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

		Management			
·		Expert Lecture on Strategic Financial		-	
V		Open Ended Module:	12	10	
		strategies, Management Buyouts			
	23	financial management - Corporate Governance, Fintech			
	23	Latest Development, Trends & Practices in strategic		-	
	22	Disinvestment and their strategies		\dashv	
	21	Bilateral Credit, Special Economic Zones,		\dashv	
	20	Dynamics of Restructuring – Buy Back of Shares – Demergers.			
	20	Dynamics of Restructuring – Buy Back of Shares –		-	
	19	Acquisition Divestitures – Ownership Restructuring – Privatisation		-	
	18	Takeovers – Business Alliances – Managing an			
	10	Benefits and Cost of Merger Takanyara Business Allianess Managing an		_	
	17	Mergers and Amalgamations – reasons for Merger,			
	17	other forms of corporate Restructuring		_	
		off, Split off, Split up, Leveraged Buyout(LBOs) and			
	16	Meaning and forms of corporate Restructuring – Spin			18
IV		Corporate Restructuring	10	_	
		Option Plan. Balanced Scorecard		_	
		Compensation and Value Creation. Employee Stock			
	15	Concept of Economic Depreciation. Executive			
		CVA, CFROI			
		EBIT, EBITDA, RONA, ROCE, TSR, TBR, MVA,			
	14	Metrics for Measurement of Performance – EPS, ROI,			
		Approach, BCG HOLT Approach.			
		Approach, Alcar Approach, McKinsey Approach, EVA			
	13	Approaches to Value Based Management – Marakon		1	
	- -	Traditional and Modern Approaches			
	12	Value Metrics - Shareholder Value Creation –		1	
	11	Asset based Valuation		_	
	10	Value of Share and Company		1	18
III		Valuation of Business	14	_	
		Stage Valuation Models.			
	9	Concept of Free Cash Flow to the Firm, Two and Three		-	
	8	Discounted Cash Flow Approach		1	
	7	Comparable Companies Approach		1	
		Approach,			
		- Adjusted Book Value Approach, Stock and Debt			
	6	Corporate Valuation -approaches to Corporate Valuation		-	
		Method, Sensitivity Analysis and Simulation Method –			
		Techniques of Investment Decision – Risk Adjusted Discount Rate, Certainty Equivalent Factor, Statistical			
1		Investments Decisions under Risk and Uncertainty –			

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	2	2	3	3	3	3	2	3	3	3	2
CO 2	3	3	2	3	2	3	3	3	2	3	3
CO 3	3	3	3	3	3	3	3	1	3	3	2
CO 4	3	3	2	3	3	2	3	3	3	2	3
CO 5	3	3	2	3	2	3	3	3	3	3	3
CO 6	3	3	2	3	3	3	2	3	3	3	2

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
- b. Open book test
- c. Laboratory report
- d. Problem based assignments
- e. Individual project report
- f. Case study report
- g. Team project report
- h. Literature survey
- i. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz
- d. Interview
- e. Class Discussion

- f. Seminar
- g. Group Tutorial work
- h. Home assignments
- i. Self and peer Assessments
- j. Oral presentations
- k. Observation of practical skills

REFERENCES

- 1. Rajni Sofat and Preeti Hiro, (2011), Strategic Financial Management, PHI, Delhi.
- 2. Weaver and Weston, (2001), Strategic Corporate Finance, Cengage Learning, Delhi.
- 3. Chandra, Prasanna, (2007), Financial Management, Tata McGraw Hill, Delhi.
- 4. Khan, M.Y. & Jain, P.K, (2009), Basic Financial Management, Tata McGraw Hill, ND.
- 5. Ravi M, Kishore (2011), Strategic Financial Management, Taxmann's 2011 Edition.
- 6. Damodaran, Corporate Finance: Theory and Practice, Wiley & Sons.

SUGGESTED READINGS:

1. Jakhotiya G. P. (2010) Strategic Financial Management Vikas Publishing House

Programme	BBA					
Course Code						
Course Title	Financial Anal	lytics				
Type of Course	(Elective Cour	se 4) Group 1	1 - Finance			
Semester	6					
Academic Level	300-399					
Course Details	Credit	Lecture per	Tutorial	Practical	Total Hours	
		week	per week	per week		
	4	4	1	1	60	
Pre-requisites						
Course	Understanding	the fundame	ntals of fina	ncial analytic	s, testing the	
Summary	common asset	common asset pricing models, examining market interdependence				
	estimating no	stimating non-linear models, forecasting financial data using				
	econometric tec	chniques, and a	assessing their	efficacy.		

Course Outcomes (CO):

CO	CO Statement	Cognitive	Knowledge	Evaluation
		Level*	Category#	Tools used
CO1	Understand the basic concept of financial	U	С	Practical
	analytics			Assignment /
				Observation

				of Practical Skills
CO2	The capacity to use corporate problem- solving strategies and mathematics in practical business contexts	Ap	Р	Seminar Presentation / Group Tutorial Work
CO3	Possessing the ability to think design	Ap	P	Seminar Presentation / Group Tutorial Work
CO4	Possessing analytical and creative thinking abilities	U	С	Practical Assignment / Observation of Practical Skills
CO5	Being able to provide quantitative product or service solutions in a variety of managerial settings while adhering to all applicable standards and reasonable limits.	Ap	P	Seminar Presentation / Group Tutorial Work
CO6	Possessing computational thinking (the capacity to comprehend database logic and convert large amounts of data into abstract notions)	Ap	Р	Seminar Presentation / Group Tutorial Work

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

Module	Unit	Content	Hrs (60)	Internal (30)	External (70)
I		Introduction	15	20	16
	1	Importance of Business forecasting-economic theory/econometric models-concept of a random variable			
	2	Discrete and continuous-Hypothesis testing-variable selection			
	3	Ordinary least squares estimators (OLS) method- Critical evaluation of the classical linear regression model (Auto correlation, Multicollinearity, Heteroscedasticity and Model specification errors)-			

^{# -} Factual Knowledge (F) Conceptual Knowledge (C) Procedural Knowledge (P)
Metacognitive Knowledge (M)

ı		1		ı
4				
	,	18		18
5	Stationary stochastic process			
6	Non stationary stochastic process			
7	Unit root			
8	Trend stationary and difference stationary, Measures of forecast performance: Mean square error and root mean square error-Limitations of econometric forecasts			
9	Integrated Moving Average [ARIMA]-Vector auto regression (VAR)-Granger causality test			
10	Cointegration and error correction model-Volatility models: Auto Regressive Conditional Heteroskedasticity [ARCH], Generalized Auto Regressive Conditional Heteroskedasticity [GARCH]			
		10		18
11	· · · · · · · · · · · · · · · · · · ·	10		10
11	(REM) and Fixed effects least squares dummy variables			
12				
	` /			
17	Hausman test			
18	One way and two-way models			
19	random coefficient model (Hierarchical /multi-level models)			
	Portfolio Optimization Models	5		18
20	William sharp CAPM Model			
21	3 Factor FAMA Model, model Markowitz, Black			
22				
_		12.	10	
	Lecture from industry experts on	12	10	
	contemporary financial issues.			
	 Practical Sessions by using appropriate software's. 			
	7 8 9 10 11 12 13 14 15 16 17 18 19	Time Series Analysis	coefficients; testing hypotheses – individual and joint, BLUE property 4 functional forms of regression model-endogeneity- Z/F/T/Chi-Square distribution Time Series Analysis 5 Stationary stochastic process 6 Non stationary stochastic process 7 Unit root 8 Trend stationary and difference stationary, Measures of forecast performance: Mean square error and root mean square error-Limitations of econometric forecasts 9 Integrated Moving Average [ARIMA]-Vector auto regression (VAR)-Granger causality test 10 Cointegration and error correction model-Volatility models: Auto Regressive Conditional Heteroskedasticity [ARCH], Generalized Auto Regressive Conditional Heteroskedasticity [GARCH] Panel Data Analysis 10 Panel data regression modelsRandom effects model (REM) and Fixed effects least squares dummy variables (LSDV) models 12 Pooled OLS 13 Random effects model (REM) 14 Fixed effects 15 Effects least squares dummy variables (LSDV) models 16 random effects 17 Hausman test 18 One way and two-way models 19 random coefficient model (Hierarchical /multi-level models) Portfolio Optimization Models 5 William sharp CAPM Model 21 3 Factor FAMA Model, model Markowitz, Black Scholes 22 Wonte Carlo Simulations, 23 Textual data feed and its impact on forecasting 24 Portfolio optimization models and option pricing tools Open Ended Module • Lecture from industry experts on contemporary financial issues. • Practical Sessions by using appropriate	coefficients; testing hypotheses – individual and joint, BLUE property 4 functional forms of regression model-endogeneity- Z/F/T/Chi-Square distribution Time Series Analysis 5 Stationary stochastic process 6 Non stationary stochastic process 7 Unit root 8 Trend stationary and difference stationary, Measures of forecast performance: Mean square error and root mean square error-Limitations of econometric forecasts 9 Integrated Moving Average [ARIMA]-Vector auto regression (VAR)-Granger causality test 10 Cointegration and error correction model-Volatility models: Auto Regressive Conditional Heteroskedasticity [ARCH], Generalized Auto Regressive Conditional Heteroskedasticity [GARCH] Panel Data Analysis 11 Panel data regression modelsRandom effects model (REM) and Fixed effects least squares dummy variables (LSDV) models 12 Pooled OLS 13 Random effects model (REM) 14 Fixed effects 15 Effects least squares dummy variables (LSDV) models 16 random effects 17 Hausman test 18 One way and two-way models 19 random coefficient model (Hierarchical/multi-level models) Portfolio Optimization Models 5 One way and two-way models 20 William sharp CAPM Model 21 3 Factor FAMA Model, model Markowitz, Black Scholes 22 Monte Carlo Simulations, 23 Textual data feed and its impact on forecasting 24 Portfolio optimization models and option pricing tools Open Ended Module • Lecture from industry experts on contemporary financial issues. • Practical Sessions by using appropriate

80% Problem 20% Theory

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	3	3	3	3	3	2	3	3	3	2
CO 2	3	3	2	3	2	3	3	3	2	3	3
CO 3	3	3	3	3	3	3	3	1	3	3	2
CO 4	3	3	2	3	3	2	3	3	3	2	3
CO 5	3	3	3	3	2	3	3	3	3	3	3
CO 6	3	3	2	3	3	3	2	3	3	3	2

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
- b. Open book test
- c. Laboratory report
- d. Problem based assignments
- e. Individual project report
- f. Case study report
- g. Team project report
- h. Literature survey
- i. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz
- d. Interview

- e. Class Discussion
- f. Seminar
- g. Group Tutorial work
- h. Home assignments
- i. Self and peer Assessments
- j. Oral presentations
- k. Observation of practical skills

REFERENCES

- l. Damodar N. Gujarat, Dawn C Porter, Sangeetha Gunasekar (2011), Basic Econometrics, 5th edition, McGraw- Hill.
- 2. Gujarati. D, (2014), Econometrics by example, Palgrave Macmillan.
- 3. Brooks. C (2014), Introductory Econometrics for Finance, Cambridge University Press.
- 4. Christopher Dougherty (2007), Introduction to Econometrics, Oxford University Press, 3rdedition, Indian Edition, 2007.
- 5. Jan Kmenta, (2008), Elements of Econometrics, Indian Reprint, Khosla Publishing, House,2nd edition.
- 6.Tsay.R. S. (2005) , Analysis of financial time series, Vol. 543), John Wiley & Sons.

Programme	BBA				
Course Code					
Course Title	People Manag	ement Skills			
Type of Course	(Elective Cour	rse 1) Group 2	2 - Human Ro	esource Mana	gement
Semester	5				
Academic Level	300-399				
Course Details	Credit	Lecture per	Tutorial	Practical	Total Hours
		week	per week	per week	
	4	4	-		60
Pre-requisites					
Course	To induce and	inspire the m	anagerial com	petencies amo	ng students for
Summary					the people
	psychology v	when managi	ng people a	nd to implei	ment efficient
	strategies to de				

Course Outcomes (CO):

CO	CO Statement	Cognitive	Knowledge	Evaluation
		Level*	Category	Tools used
CO1	Implementation of strategies and mechanisms to handle problematic employee behaviour.	Р	C	Instructor- created exams / Quiz

CO2	To improve employee performance for organizational effectiveness.	Е	С	Practical Assignment / Observation of Practical Skills
CO3	Application of Assertiveness Training, Stress management for effectiveness in people management and Social Support.	Ap	Р	Seminar Presentation / Group Tutorial Work
CO4	To implement strategies for dealing toxic employees efficiently.	Р	С	Instructor- created exams / Home Assignments
CO5	Manage a Stubborn- Defensive- Defiant Employee.	E	P	One Minute Reflection Writing assignments

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

Module	Unit	Content	Hrs	Internal	External
			(60)	(30)	(70)
I		An Introduction to People Management Skills	12	20	16
	1	People Management Skills -Introduction, Definition			
	2	Significance of People Management in an organization,			
		People Management as Human Resource Function			
	3	Steps to Improve People Management Skills, Key			
		Components of People Management			
	4	Attributes of People Management- How to be a People's			
		Leader.			
II		Models of People Management	12		18
	5	The Situational Leadership Model, The Blake-Mouton			
		Managerial Grid, The grow model			
	6	The 4C Model, The SCARF Model			
	7	Types of Toxic Employees: The Shirker, The Pessimist,			
		The Gossip, The Climber, The instigator, The Bully			
	8	Behaviour of Toxic Employees			
	9	How to handle Toxic Employees, Strategies for			
		managing toxic employees at work place			
III	Psychology of people management skills		12		18
	10	Psychology of People Management			
	11	Skills Strategies and Mechanisms to handle Problematic			
		Employee Behaviour			

^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

	12	Building Cohesive Teams			
	12				
	13	How to be a Successful Team Manager Identifying sources of Ineffective Performance.			
	15	Performance Diagnosis, Factors that influence			
	13	Performance, Legal issues in Performance Appraisal.			
	16	Strategies to Improve Performance			
	17	Lean Management, Quality Management Systems,			
	18	Six-sigma Practices, Quick Response Manufacturing.			
IV		Self-Management Skills	12		18
	19	Self-Management Skills, Stress Management, Three			
		steps to manage stress			
	20	Emotional Intelligence, Intelligence Quotient, Theories			
		of Stress Management			
	21	Assertiveness Training, Stress and Social Support			
	22	Group Processes and Changing Values for			
		Understanding and Coping with Stress			
V		Open Ended Module	12	10	
		Role-Playing Scenarios: Design scenarios that			
		reflect real-world challenges in managing people.			
		Divide students into groups and assign roles such			
		as manager, employee, HR professional, and			
		client. Scenarios could include addressing			
		performance issues, navigating team conflicts, or			
		negotiating work-life balance.			
		Management Skill Workshops: Organize			
		workshops focusing on specific people			
		management skills, such as emotional			
		intelligence, active listening, conflict resolution,			
		and motivational techniques. These workshops			
		can include exercises, discussions, and guest			
		speakers from the industry to provide insights and			
		practical advice.			
		Project-Based Learning: Assign long-term projects that require students to apply people			
		management skills to plan, execute, and complete			
		a project. This could involve organizing an event,			
		starting a mini-enterprise, or developing a			
		campaign on a social issue.			
		 Mindfulness and Reflection Sessions: Incorporate 			
		mindfulness exercises and reflection sessions to			
		help students develop self-awareness and			
		emotional regulation—key components of			
		effective people management. Activities could			
		include guided meditations, journaling about			
		leadership experiences, or group discussions on			
		managing stress and fostering a positive work			
		environment.			
	l	THE CHILDREN	l		J

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	3	2	3	3	3	2	3	3	3	3
CO 2	2	3	3	3	2	3	3	2	3	3	3
CO 3	3	3	3	1	3	3	2	3	3	3	3
CO 4	3	2	3	3	3	2	3	3	3	2	2
CO 5	2	3	3	3	3	3	3	1	2	3	3

Correlation Levels:

Level	Correlation			
-	Nil			
1	Slightly / Low			
2	Moderate / Medium			
3	Substantial / High			

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
- b. Open book test
- c. Laboratory report
- d. Problem based assignments
- e. Individual project report
- f. Case study report
- g. Team project report
- h. Literature survey
- i. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz

- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial work
- h. Home assignments
- i. Self and peer Assessments
- j. Oral presentations
- k. Observation of practical skills

REFERENCES

- 1. Armstrong, M., & Taylor, S. A handbook of human resource management practice. Kogan Page Publishers.
- 2. DeCenzo, D. A., Robbins, S. P., & Verhulst, S. L. (Year of Publication). Human resource management (11th ed.). Wiley.
- 3. Flippo, E. B. (Year of Publication). Personnel management (6th ed.). McGraw-Hill.
- 4. Pigors, P., Myers, C. A., & Malm, F. T. (Year of Publication). Management of human resources. McGraw-Hill.
- 5. Storey, J. (Year of Publication). New perspectives on human resource. Routledge Publishers.

Programme	BBA							
Course Code								
Course Title	Performance Management							
Type of Course	(Elective Course 2) Group 2 - Human Resource Management							
Semester	5							
Academic Level	300-399							
Course Details	Credit	Lecture per	Tutorial	Practical	Total Hours			
		week	per week	per week				
	4	4	-	-	60			
Pre-requisites								
Course	The objective of this course is to sensitize the students to the multi-							
Summary	faceted nature of Performance Management, to make them understand							
	the issues, complexities and challenges of Performance Management							
	and to enable them to relate the Performance Management to							
	rewards/Compensation Management and behavioural change.							

Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Facilitate the student in remembering fundamental concepts related to performance management in the context of	U	C	Instructor- created exams / Quiz

	measurement of performance, job evaluation and organizational structure.			
CO2	Empower the students to understand complex ideas in performance management to make them ready for application in organizational contexts.	Ар	Р	Practical Assignment / Observation of Practical Skills
CO3	Build application skills in performance management strategies and principles to ensure efficient management of performance for domestic and international workforce	Ap	P	Seminar Presentation / Group Tutorial Work
CO4	Provide the competencies to analyse performance management skills to negate various issues affecting day to day business	U	С	Instructor- created exams / Home Assignments
CO5	To help the student in developing the skill to assess the impact of designing and implementing unique performance management strategies to excel in ever changing business environment.	Ap	Р	One Minute Reflection Writing assignments

Module	Unit	Content	Hrs	Internal	External
			(60)	(30)	(70)
I		Introduction	12	20	16
	1	Definition, Scope, Features, Principles			
	2	Benefits, History and Process of Performance			
		Management (PM)			
	3	Performance planning, Corporate Strategy and its Linkage			
	3	Key Result Areas (KRA) and Key Performance Indicators			
		(KPI).			
	4	Managing Performance throughout the year, Reviewing			
		Performance			
	5	Identifying Performance Gaps, Developing Performance,			
		Rewarding and Recognition of Performance.			
II		Measurement of Performance	12		18
	6	Types of Performance Measure			

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

	7	Performance Standards, Performance Metrics			
	8	Organisational Performance			
	9	Team Performance, and Individual Performance.			
	10	Criteria for Performance Measure, Issues in Measuring			
	10	Performance, Performance Development Review			
III		Perspectives to Performance Management System	12		18
	11	Systems and Formats -Graphic Rating System			
	12	Behavioural Anchor System			
	13	Balanced Score Card System			
	14	360-Degree System-			
	15	Formats for Scaling and Measurement			
	16	Performance Appraisal and PM, PM Cycle, Designing			
		Appraisal Form			
	17	Performance Feedback and Counselling			
IV		Error in Performance Appraisal	12		18
	18	Major Errors in Performance Appraisal, Ambiguous			
		Standards, Subjectivity and Biasness			
	19	Halo Effects, Recency Error, Leniency Error, Central			
		tendency, and Attribution Error			
	20	Virtual PM			
	21	Evaluation of an Effective PM			
	22	Coaching, and Counselling in performance,			
		Problem Solving.			
	23	Current Issues and Trends in PM.			
V		Open Ended Module	12	10	
		 360-Degree Feedback Exercise: Simulate a 360-degree feedback process where students assess their peers, are assessed by them, and conduct a self-assessment. This exercise can include aspects such as teamwork, communication skills, and leadership abilities. It introduces students to comprehensive feedback mechanisms and teaches them the value of multiple perspectives in assessing performance. Performance Improvement Plan Workshop: Design a workshop where students learn how to develop and implement Performance Improvement Plans (PIPs). Students can work on hypothetical scenarios where an employee's performance is below expectations, requiring them to draft a PIP that includes specific improvement objectives, resources for improvement, and timelines. Goal Setting and Monitoring Activity: Engage students in setting personal or group goals related to their academic or project work, along with specific metrics for success. Regular check-ins can be scheduled to monitor progress, adjust goals as needed, and discuss challenges and achievements. 			

empowering.

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	2	2	2	3	3	1	2	1	2	1	3
CO 2	2	3	2	3	3	2	2	2	2	2	3
CO 3	3	3	3	3	2	3	3	3	2	2	3
CO 4	3	3	3	3	1	3	3	3	3	3	2
CO 5	3	3	3	3	1	3	3	2	3	3	3

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
- b. Open book test
- c. Problem based assignments
- d. Individual project report
- e. Case study report
- f. Team project report

- g. Literature survey
- h. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial work
- h. Home assignments
- i. Self and peer Assessments
- j. Oral presentations
- k. Observation of practical skills

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- 2. Bagchi, S. N. (2010). Performance management. Cengage Learning.
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- 7. Goel, D. (2009). Performance appraisal and compensation management: A modern approach. PHI.

Programme	BBA								
Course Code									
Course Title	Training And Development								
Type of Course	(Elective Cour	se 3) Group 2	2 - Human Ro	esource Mana	gement				
Semester	6								
Academic Level	300-399								
Course Details	Credit	Lecture per	Tutorial	Practical	Total Hours				
		week	per week	per week					
	4	4	1	1	60				
Pre-requisites									
Course	All organisation	ons need to	pay adequat	e attention t	o equip their				
Summary	employees. Raj								
	physical facilit			-					
	who are using	them. This pa	aper will atter	mpt to orient	the students to				
	tailor themselv		-	eeds of the or	rganizations in				
	training and dev	velopment acti	vities						

Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Facilitate the student in remembering fundamental concepts related to training and development such as training need analysis, training design etc.	U	C	Instructor- created exams / Quiz
CO2	Empower the students to understand complex ideas in training and development to make them ready for application in real life business scenarios.	Ap	Р	Practical Assignment / Observation of Practical Skills
CO3	Build application skills in different training and development strategies to build a future ready, competent and diverse workforce	Ap	Р	Seminar Presentation / Group Tutorial Work
CO4	Provide the skills to analyse and identify various training and development related issues affecting day to day business faced by the organization and solve them.	U	С	Instructor- created exams / Home Assignments
CO5	To help the students in developing the skill to assess the impact of relevant training and development interventions that facilitate futuristic business strategies.	Ap	P	One Minute Reflection Writing assignments

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

Module	Unit	Content	Hrs	Internal	External
			(60)	(30)	(70)
I		Introduction	12	20	16
	1	Introduction: Training - Concept, Training Process,			
		Methods of training			
	2	Training function in Traditional and Modern			
		Organizations			
	3	Stakeholders in Training, Internal Customers, and their			
		expectations, Understanding changing nature of work			

^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

		place,			
	4	Skills and Competencies needed in the context of			
	4	changing technology, values and aspirations of people.			
	5	Role of training and development in HRD			
	6	Opportunities and Challenges for training			
	7				
II	/	Training and Organizational Development	12		18
11	8	Training Need Analysis Relevance of TNA, The TNA Model, Identifying	14		10
	0	, , ,			
	9	Organizational Performance Gaps Framework for conducting TNA			
	10	Organizational Analysis, Task Analysis, Person			
	10	Analysis Analysis			
	11	Output of TNA, Training and Non-training needs			
	12	Approaches to TNA, Proactive and Reactive TNA			
III		Training Design	12		18
	13	Training Design, Organizational Constraints, Developing			
		Training Objectives, Focus on Trainee, Training			
		Design,			
	14	Training and Organizational Intervention			
	15	Training methods: On the Job and Off the Job Training			
		Methods,			
	16	Impact of training on Individuals and Organisations			
	17	Computer Based Training Methods - E Learning and			
		Delivery Systems			
IV		Training, Development, and Implementation	12		18
	18	Development of Training – Choosing Instructional			
		Methods, Materials and Equipment			
	19	Training Facilities, KSA of Trainer			
	19 20	Training Facilities, KSA of Trainer Alternatives to Development, Implementation of			
		Training Facilities, KSA of Trainer Alternatives to Development, Implementation of Training: Dry Run, Pilot Programme, Transfer of			
	20	Training Facilities, KSA of Trainer Alternatives to Development, Implementation of Training: Dry Run, Pilot Programme, Transfer of Training.			
	20	Training Facilities, KSA of Trainer Alternatives to Development, Implementation of Training: Dry Run, Pilot Programme, Transfer of Training. Key Areas of Organizational Training-Current Issues			
	20	Training Facilities, KSA of Trainer Alternatives to Development, Implementation of Training: Dry Run, Pilot Programme, Transfer of Training. Key Areas of Organizational Training-Current Issues Key Areas of Organizational Training-Trends.			
V	20	Training Facilities, KSA of Trainer Alternatives to Development, Implementation of Training: Dry Run, Pilot Programme, Transfer of Training. Key Areas of Organizational Training-Current Issues Key Areas of Organizational Training-Trends. Open Ended Module:	12	10	
V	20	Training Facilities, KSA of Trainer Alternatives to Development, Implementation of Training: Dry Run, Pilot Programme, Transfer of Training. Key Areas of Organizational Training-Current Issues Key Areas of Organizational Training-Trends. Open Ended Module: Design and Deliver Workshops: Students are	12	10	
V	20	Training Facilities, KSA of Trainer Alternatives to Development, Implementation of Training: Dry Run, Pilot Programme, Transfer of Training. Key Areas of Organizational Training-Current Issues Key Areas of Organizational Training-Trends. Open Ended Module: Design and Deliver Workshops: Students are divided into small groups and tasked with	12	10	
V	20	Training Facilities, KSA of Trainer Alternatives to Development, Implementation of Training: Dry Run, Pilot Programme, Transfer of Training. Key Areas of Organizational Training-Current Issues Key Areas of Organizational Training-Trends. Open Ended Module: Design and Deliver Workshops: Students are divided into small groups and tasked with designing and delivering a workshop on a	12	10	
V	20	Training Facilities, KSA of Trainer Alternatives to Development, Implementation of Training: Dry Run, Pilot Programme, Transfer of Training. Key Areas of Organizational Training-Current Issues Key Areas of Organizational Training-Trends. Open Ended Module: • Design and Deliver Workshops: Students are divided into small groups and tasked with designing and delivering a workshop on a specific topic related to Training and	12	10	
V	20	Training Facilities, KSA of Trainer Alternatives to Development, Implementation of Training: Dry Run, Pilot Programme, Transfer of Training. Key Areas of Organizational Training-Current Issues Key Areas of Organizational Training-Trends. Open Ended Module: Design and Deliver Workshops: Students are divided into small groups and tasked with designing and delivering a workshop on a specific topic related to Training and Development. Each group selects a topic,	12	10	
V	20	Training Facilities, KSA of Trainer Alternatives to Development, Implementation of Training: Dry Run, Pilot Programme, Transfer of Training. Key Areas of Organizational Training-Current Issues Key Areas of Organizational Training-Trends. Open Ended Module: Design and Deliver Workshops: Students are divided into small groups and tasked with designing and delivering a workshop on a specific topic related to Training and Development. Each group selects a topic, researches best practices, designs a training	12	10	
V	20	Training Facilities, KSA of Trainer Alternatives to Development, Implementation of Training: Dry Run, Pilot Programme, Transfer of Training. Key Areas of Organizational Training-Current Issues Key Areas of Organizational Training-Trends. Open Ended Module: Design and Deliver Workshops: Students are divided into small groups and tasked with designing and delivering a workshop on a specific topic related to Training and Development. Each group selects a topic, researches best practices, designs a training module, and then delivers it to their peers.	12	10	
V	20	Training Facilities, KSA of Trainer Alternatives to Development, Implementation of Training: Dry Run, Pilot Programme, Transfer of Training. Key Areas of Organizational Training-Current Issues Key Areas of Organizational Training-Trends. Open Ended Module: Design and Deliver Workshops: Students are divided into small groups and tasked with designing and delivering a workshop on a specific topic related to Training and Development. Each group selects a topic, researches best practices, designs a training module, and then delivers it to their peers. Digital Learning Content Creation: With the rise	12	10	
V	20	Training Facilities, KSA of Trainer Alternatives to Development, Implementation of Training: Dry Run, Pilot Programme, Transfer of Training. Key Areas of Organizational Training-Current Issues Key Areas of Organizational Training-Trends. Open Ended Module: • Design and Deliver Workshops: Students are divided into small groups and tasked with designing and delivering a workshop on a specific topic related to Training and Development. Each group selects a topic, researches best practices, designs a training module, and then delivers it to their peers. • Digital Learning Content Creation: With the rise of e-learning, the ability to create engaging	12	10	
V	20	Training Facilities, KSA of Trainer Alternatives to Development, Implementation of Training: Dry Run, Pilot Programme, Transfer of Training. Key Areas of Organizational Training-Current Issues Key Areas of Organizational Training-Trends. Open Ended Module: Design and Deliver Workshops: Students are divided into small groups and tasked with designing and delivering a workshop on a specific topic related to Training and Development. Each group selects a topic, researches best practices, designs a training module, and then delivers it to their peers. Digital Learning Content Creation: With the rise of e-learning, the ability to create engaging digital content is invaluable. Students will learn	12	10	
V	20	Training Facilities, KSA of Trainer Alternatives to Development, Implementation of Training: Dry Run, Pilot Programme, Transfer of Training. Key Areas of Organizational Training-Current Issues Key Areas of Organizational Training-Trends. Open Ended Module: • Design and Deliver Workshops: Students are divided into small groups and tasked with designing and delivering a workshop on a specific topic related to Training and Development. Each group selects a topic, researches best practices, designs a training module, and then delivers it to their peers. • Digital Learning Content Creation: With the rise of e-learning, the ability to create engaging digital content is invaluable. Students will learn about different digital learning platforms and	12	10	
V	20	Training Facilities, KSA of Trainer Alternatives to Development, Implementation of Training: Dry Run, Pilot Programme, Transfer of Training. Key Areas of Organizational Training-Current Issues Key Areas of Organizational Training-Trends. Open Ended Module: Design and Deliver Workshops: Students are divided into small groups and tasked with designing and delivering a workshop on a specific topic related to Training and Development. Each group selects a topic, researches best practices, designs a training module, and then delivers it to their peers. Digital Learning Content Creation: With the rise of e-learning, the ability to create engaging digital content is invaluable. Students will learn about different digital learning platforms and tools, then apply this knowledge by creating their	12	10	
V	20	Training Facilities, KSA of Trainer Alternatives to Development, Implementation of Training: Dry Run, Pilot Programme, Transfer of Training. Key Areas of Organizational Training-Current Issues Key Areas of Organizational Training-Trends. Open Ended Module: • Design and Deliver Workshops: Students are divided into small groups and tasked with designing and delivering a workshop on a specific topic related to Training and Development. Each group selects a topic, researches best practices, designs a training module, and then delivers it to their peers. • Digital Learning Content Creation: With the rise of e-learning, the ability to create engaging digital content is invaluable. Students will learn about different digital learning platforms and tools, then apply this knowledge by creating their own e-learning module or video tutorial on a	12	10	
V	20	Training Facilities, KSA of Trainer Alternatives to Development, Implementation of Training: Dry Run, Pilot Programme, Transfer of Training. Key Areas of Organizational Training-Current Issues Key Areas of Organizational Training-Trends. Open Ended Module: Design and Deliver Workshops: Students are divided into small groups and tasked with designing and delivering a workshop on a specific topic related to Training and Development. Each group selects a topic, researches best practices, designs a training module, and then delivers it to their peers. Digital Learning Content Creation: With the rise of e-learning, the ability to create engaging digital content is invaluable. Students will learn about different digital learning platforms and tools, then apply this knowledge by creating their	12	10	

gamified training module that incorporates	
elements such as points, badges, leaderboards,	
and challenges to engage learners. This activity	
can be based on a theoretical concept from the	
T&D curriculum, transforming it into an	
interactive learning experience.	

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	2	2	2	3	1	2	1	2	1	3
CO 2	2	3	2	3	3	1	3	2	2	2	3
CO 3	3	3	3	3	3	3	3	2	3	3	3
CO 4	3	3	3	3	1	3	3	3	2	3	2
CO 5	3	3	3	3	1	3	3	3	3	2	3

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
- b. Open book test
- c. Problem based assignments
- d. Individual project report

- e. Case study report
- f. Team project report
- g. Literature survey
- h. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial work
- h. Home assignments
- i. Self and peer Assessments
- j. Oral presentations
- k. Observation of practical skills

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- 2. Lynton, R. P., & Pareek, U. (2006). Training for Development. Vistaar Publications (Sage Group).
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- 7. Lynton, R., & Pareek, U. Training & Development. Prentice Hall.
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- 9. Decenzo, D., & Robbins, S. Fundamentals of Human Resource Management. John Wiley and Sons.

Programme	BBA								
Course Code									
Course Title	HR Analytics	HR Analytics							
Type of Course	(Elective Cour	(Elective Course 4) Group 2 - Human Resource Management							
Semester	6	6							
Academic Level	300-399	300-399							
Course Details	Credit	Lecture per	Tutorial	Practical	Total Hours				
		week	per week	per week					
	4	4	-	-	60				
Pre-requisites									
Course	This introducto	ory course intro	duces student	s to HRM met	rics and				
Summary	analytics. This	course intend	ls to increase	students' aw	areness of the				
	usefulness of H	IRM metrics a	nd analytics a	nd equip in us	ing them at the				

worl	xplace. Comp	lexity in	today's	workforce,	new	technology
inve	stments, econor	mic pressu	res, talent	as a competi	tive ed	lge, aligning
the 1	people strategy	with the b	ousiness st	rategy and n	nany o	ther reasons
are						
drivi	ng a change in	HR to be a	nalytics-de	ependent.		

Course Outcomes (CO):

CO	CO Statement	Cognitive	Knowledge	Evaluation
		Level*	Category#	Tools used
CO1	To develop an understanding of metrics and analytical models and their implications in HR operations	U	С	Instructor- created exams / Quiz
CO2	Develop application skills in HR analytics based on the understanding of the different contents delivered to apply them with illustrations and cases.	Ар	Р	Practical Assignment / Observation of Practical Skills
CO3	Identify and use human resource data in organizations for decision making and develop an action	Ap	Р	Seminar Presentation / Group Tutorial Work
CO4	Enable the students to understand comprehensively the concepts of HR metrics, analytics, balanced scorecard, dashboard creation, and predictive analytics to make them cognitively fit for application.	U	С	Instructor- created exams / Home Assignments
CO5	To design metrics for HR Analytics and Perform HR analytics using any software.	Ар	Р	One Minute Reflection Writing assignments
CO6	Impart skills to analyse the real HR data to explore and establish relationships in the areas of HR decisions.	Ap	P	Instructor- created exams / Quiz

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

Module	Unit	Content	Hrs	Internal	External
			(60)	(30)	(70)
I		Introduction to HR Analytics	12	20	16

^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

	1	TATE OF THE CATE A TAIL	1		
	1	Meaning, Definition, Importance of HR Analytics			
	2	Challenges of HR Analytics			
	3	Evolution of HR Analytics			
	4	The Analytics Process Model (APM) and its Phases			
	5	Understanding HR Indicators, Metrics and Data			
	6	Frameworks of HR Analytics: LAMP Framework			
	7	Frameworks of HR Analytics: HCM 21 Framework			
	8	Approaches for Designing HR Metrics - The Inside-Out			
		Approach			
	9	Approaches for Designing HR Metrics -The Outside -In			
		Approach			
II		HR Practices and Benchmarking	12		18
	10	HR Metrics and HR Analytics - Analytical Pyramid			
	11	Key Influencers in HR Analytics Process			
	12	Descriptive, Strategic and Predictive models			
	13	HR Valuations: Benchmarking, Dashboarding of KPIs			
	14	Performance and Goal Setting, Providing Performance			
		Feedback			
III		HR Analytics for Decision-making	12		18
	15	Staffing - Supply and Demand forecasting			
	16	Recruitment and Selection			
	17	Training and Development			
	18	Performance Appraisal			
	19	Talent Management			
	20	Employee Engagement			
	21	Compensation management			
IV	21	Future of HR Analytics	12		18
1 4	22	Factors determining adoption of HR Analytics	12		10
	23	HR Analytics as a Change Management Process			
	24	HR Analytics Adoption: Responsibility of HR			
	24	Department			
	25	HR analytics and Job Market			
V	23		12	10	
•		Open Ended Module:	14	10	
		Case Study Analysis: Engage students in the			
		analysis of real-world HR Analytics case studies			
		from diverse industries. This activity can be			
		structured to include a comprehensive review of			
		the situation, the analytics techniques employed,			
		and the outcomes achieved. Students can work in			
		groups to dissect the case, identify the key HR			
		issues addressed, and evaluate the effectiveness			
		of the analytics approach.			
		Workshops on HR Analytics Tools: Organize			
		workshops led by industry experts on the use of			
		specific HR Analytics tools and software. This			
		could include training on data visualization tools			
		statistical analysis software.			
		Guest Lectures from Industry Practitioners: Invite			

HR professionals who specialize in analytics to share their experiences, challenges, and insights		
with students.		

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	3	2	2	3	3	1	2	1	2	3
CO 2	3	3	2	2	3	3	1	2	1	3	3
CO 3	3	3	2	2	3	3	1	2	1	3	3
CO 4	3	3	2	2	3	3	1	2	1	2	2
CO 5	3	3	2	3	3	3	1	2	1	3	3
CO 6	3	3	2	3	3	3	3	2	1	3	2

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
- b. Open book test
- c. Laboratory report
- d. Problem based assignments
- e. Individual project report
- f. Case study report
- g. Team project report
- h. Literature survey
- i. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial work
- h. Home assignments
- i. Self and peer Assessments
- j. Oral presentations
- k. Observation of practical skills

REFERENCES

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- 2. Fitz-Enz, J. The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments. American Management Association.
- 3. Bassi, L., Carpenter, R., & McMurrer, D. HR Analytics Handbook. Reed Business.
- 4. Prasad, B. V. S., & Sangeetha, K. HR Metrics: An Introduction. IUP.

SUGGESTED READINGS:

- 1. Becker,B E., Huafelid,M.A. & Ulrich.D(2001). The HR Scorecard: Linking people, strategy, and performance. Harvard Business Review Press.
- 2. Bhattacharyya, D.K. (2017). Understanding Theories and Applications of HR Analytics. Sage Publications.
- 3. Sullivan, J (2010). HR metrics. Kennedy Information.
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- 7. HR Metrics standards & glossary published by the HR metrics service. Version 8.0/December 2012
- 8. HR metrics service, HR metrics Interpretation guide published by BC HRMA version 3.4 / December 2012.

Programme	BBA								
Course Code									
Course Title	Consumer Be	Consumer Behaviour and Market Analysis							
Type of Course	(Elective Cou	rse 1) Group 3	3 - Marketing	g Managemen	t				
Semester	5								
Academic Level	300-399								
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours				
	4	4	-	-	60				
Pre-requisites									

Course Summary	This course provides an in-depth examination of the psychological, social, cultural, and economic factors that influence consumers' purchasing decisions and how these decisions impact the market. It combines classic theories with modern digital analytics techniques to equip students with the tools necessary to analyze, predict, and influence consumer behavior. Through interactive lectures, case studies, real-world projects, and the latest technology in consumer analytics, students will gain a holistic understanding of the complexities of consumer
	behavior and market analysis.

Course Outcomes (CO):

CO	CO Statement	Cognitive	Knowledge	Evaluation
		Level*	Category#	Tools used
CO1	Trace the stages of the consumer	U	C	Standardized
	decision-making journey and understand			Test
	various models of consumer behaviour.			
CO2	Understanding conceptual theories of	U	С	Standardized
	consumer behavior.			Test
CO3	Be able to develop and categorize	Ap	P	Classroom
	appropriate marketing strategies for			Discussion
	different segments of consumers.			
	S			
CO4	Grasp diverse theories shaping consumer	An	P	Standardized
	behaviour and synthesize their own			Test
	interpretations.			
CO5	Recognize the different groups	An	P	Case Study
	influencing consumer behaviour and			
	analyse their contributions to buying			
	choices			
CO6	Demonstrate the ability to outline and	Е	M	Mini research
	categorize the stages and procedures			report
	involved in marketing research.			preparation
* D	mambar (D) Understand (U) Apply (Ap)	nolves (An)	Evolueta (E) (Propto (C)

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

Module	Unit	Content	Hrs	Internal	External
			(60)	(30)	(70)
I	Uno	derstanding the concept of consumer buying behavior	13	20	16
	1	Marketing concept and the role of consumer.			
	2	Consumer behavior- Factors influencing consumer			
		buying behaviour, Buyer decision making process.			
	3	Models of consumer behaviour - Economic model,			
		Psychoanalytical model, Engel Kollat Blackwell model,			

^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

		Howard -Sheth model, Nicosia model			
	4	Industrial markets- Industrial buying behaviour concepts			
		& strategies.			
II		Theories of Consumer Behaviour	13		18
	5	Market segmentation concept. Uses of market			
		segmentation- Dimensions of consumerism.			
	6	Motivation- Buying Motives-Theories of motivation-			
		Max-Neef's fundamental human needs, Murray's			
		psychogenic needs theory, Ditcher's consumption			
		motives.			
	7	Perception – Concept. Consumer perception formation-			
		An overview of personality theories - Self concept			
	8	Learning: The learning process - Pavlov's and skinner			
		theory of learning. VAL's typology.			
III		Reference Group	13		18
	9	Attitude- Attitude formation and change- Reference			
		group- relevance of reference group. AIO lifestyle.			
	10	Reference groups and their relevance – opinion			
		leadership – class and culture – social class and			
		consumer behaviour.			
	11	Culture, Sub - culture, Cultural relevance to marketing			
		decisions, Cultural Values, Cultural Changes, Cross			
		cultural understandings.			
	12	Family: Family Life Cycle, family Purchasing decisions.			
		Celebrities as reference group.			
IV		Organizational Culture & Emerging Trends	11		18
	13	Marketing Information system- Concept and			
		components.			
	14	Role of market intelligence.			
	15	Marketing research concepts –steps of marketing			
		research-data-Methods of collecting Market data-			
		Primary data- Questionnaire design- Marketing research			
		design and analysis - scaling techniques. Secondary data			
		– sources – problems of fit and accuracy;			
V		Open Ended Module	10	10	
		Case Studies Analysis: Select case studies from			
		· · · · · · · · · · · · · · · · · · ·			
		diverse industries and have students analyse them			
		diverse industries and have students analyse them in groups. This activity encourages critical			
		diverse industries and have students analyse them in groups. This activity encourages critical thinking and application of theoretical concepts			
		diverse industries and have students analyse them in groups. This activity encourages critical thinking and application of theoretical concepts to real-life scenarios. Students could examine the			
		diverse industries and have students analyse them in groups. This activity encourages critical thinking and application of theoretical concepts to real-life scenarios. Students could examine the decision-making process of consumers, the			
		diverse industries and have students analyse them in groups. This activity encourages critical thinking and application of theoretical concepts to real-life scenarios. Students could examine the decision-making process of consumers, the effectiveness of marketing strategies employed			
		diverse industries and have students analyse them in groups. This activity encourages critical thinking and application of theoretical concepts to real-life scenarios. Students could examine the decision-making process of consumers, the effectiveness of marketing strategies employed by companies, and the impact of external factors			
		diverse industries and have students analyse them in groups. This activity encourages critical thinking and application of theoretical concepts to real-life scenarios. Students could examine the decision-making process of consumers, the effectiveness of marketing strategies employed			
		diverse industries and have students analyse them in groups. This activity encourages critical thinking and application of theoretical concepts to real-life scenarios. Students could examine the decision-making process of consumers, the effectiveness of marketing strategies employed by companies, and the impact of external factors on consumer behaviour. • Consumer Behaviour Journals: Encourage			
		diverse industries and have students analyse them in groups. This activity encourages critical thinking and application of theoretical concepts to real-life scenarios. Students could examine the decision-making process of consumers, the effectiveness of marketing strategies employed by companies, and the impact of external factors on consumer behaviour. • Consumer Behaviour Journals: Encourage students to maintain journals documenting their			
		diverse industries and have students analyse them in groups. This activity encourages critical thinking and application of theoretical concepts to real-life scenarios. Students could examine the decision-making process of consumers, the effectiveness of marketing strategies employed by companies, and the impact of external factors on consumer behaviour. • Consumer Behaviour Journals: Encourage students to maintain journals documenting their own purchasing decisions over a period. This			
		diverse industries and have students analyse them in groups. This activity encourages critical thinking and application of theoretical concepts to real-life scenarios. Students could examine the decision-making process of consumers, the effectiveness of marketing strategies employed by companies, and the impact of external factors on consumer behaviour. • Consumer Behaviour Journals: Encourage students to maintain journals documenting their			

concepts more tangible.	
• Research Projects: Assign research projects	
where students can choose a specific aspect of	
consumer behaviour or market trend to	
investigate. This could involve primary research	
through surveys and interviews or secondary	
research analysing existing data	

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	1	1	1	2	3	2	1	1	1	2	3
CO 2	1	1	1	2	2	3	2	2	1	3	3
CO 3	2	3	3	3	2	3	2	2	1	3	3
CO 4	3	2	3	2	2	3	2	2	1	3	2
CO 5	2	3	3	2	2	3	2	2	1	3	3
CO 6	3	3	2	3	2	3	2	2	1	3	2

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
- b. Open book test
- c. Laboratory report
- d. Problem based assignments

- e. Individual project report
- f. Case study report
- g. Team project report
- h. Literature survey
- i. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial work
- h. Home assignments
- i. Self and peer Assessments
- i. Oral presentations
- k. Observation of practical skills

REFERENCES

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- 2. Blackwell, R. D., Miniard, P. W., Engel, J. F., & Rahman, Z. *Consumer Behaviour*. Cengage.
- 3. Schiffman, L. G., & Kanuk, L. L Consumer Behavior. Prentice Hall of India.
- 4. Wilson, A. Marketing Research: An integrated approach. Pearson.
- 5. Malhotra, N. K., & Dash, S. Marketing research: An applied orientation. Pearson.
- 6. Sahney, S. Consumer Behavior. Oxford.

Programme	BBA										
Course Code											
Course Title	Marketing Metrics										
Type of Course	(Elective Cour	se 2) Group 3	3 - Marketing	Managemen	t						
Semester	5										
Academic Level	300-399										
Course Details	Credit	Lecture per	Tutorial	Practical	Total Hours						
		week	per week	per week							
	4	4	-	1	60						
Pre-requisites											
Course	The course for	cuses on the	systematic m	easurement a	nd analysis of						
Summary	various market	ing activities	to evaluate th	eir effectivene	ess in strategic						
	decision-makin	g. Covering	both tradition	onal and dig	ital marketing						
	channels, the	course delves	into Key Per	formance Ind	icators (KPIs),						
	Customer-Cent	ric Metrics, an	d advanced ar	nalytics technic	ques.						

Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Analyze and synthesize the strategic importance of Marketing Metrics in the contemporary business landscape.	С	С	Standardized Test
CO2	Identify and Select Key Performance Indicators (KPIs)	R	Р	Classroom Discussion
CO3	Comprehensive understanding of Customer-Centric Metrics	U	С	Standardized Test
CO4	Proficiency in Digital Marketing Metrics	Ap	Р	Observation and Practical skills
CO5	Practical Application in Real-World Scenarios.	Ap	Р	Case study

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

Module	Unit	Content	Hrs	Internal	External
			(60)	(30)	(70)
Ι		Introduction to Marketing Metrics	10	20	16
	1	Definition and importance of marketing metrics			
		Overview of the marketing performance measurement			
		process			
	2	Link between marketing metrics and business objectives			
	3	Key Performance Indicators (KPIs) in Marketing:			
		Identification and selection of relevant KPIs. Difference			
		between leading and lagging indicators			
	4	Setting SMART objectives for marketing campaigns			
II	1	Product, Price, Promotion and Distribution Metrics	15		18
	5	Product Metrics: Product sales and revenue			
		Market share and penetration			
		_			
		Customer satisfaction and feedback			
	6	Price Metrics: Price elasticity			
		Gross margin and profitability			
		Price optimization strategies			
	7	Promotion Metrics: Return on advertising spend (ROAS)			

^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

		Return on Investment (ROI) for Marketing Campaigns			
	0	Gross Rating Points	=		
	8	Distribution Metrics: Channel performance and efficiency			
		Inventory turnover Metrix			
		Retailer satisfaction metrics			
III		Customer Acquisition and Retention Metrics	13		18
	9	Customer Acquisition Metrix			
	10	Cost per Acquisition (CPA)			
	11	Conversion Rate			
	12	Customer Lifetime Value (CLV)			
	13	Customer Retention Metrics			
	14	Churn Rate			
	15	Repeat Purchase Rate			
	16	Customer Satisfaction (CSAT) and Net Promoter Score (NPS)			
	17	Customer Loyalty Metrics			
IV		Digital Marketing Metrics	10		18
	18	Return on Investment (ROI) in marketing			
	19	Website Traffic and Engagement Metrics			
	20	Social Media Metrics (likes, shares, comments)			
	21	Email Marketing Metrics (open rate, click-through rate)			
	22	Search Engine Optimization (SEO) Metrics			
V		Open Ended Module:	12	10	
		• Case Study Analysis: Incorporate the analysis			
		of real-world case studies where students can			
		dissect successful and unsuccessful marketing			
		campaigns, focusing on the metrics used to			
		measure their performance.			
		• Guest Speaker Series: Invite industry			
		professionals who specialize in digital marketing,			
		data analytics, or strategic planning to share			
		insights on how they use marketing metrics in their roles.			
		 Interactive Quizzes and Games: Develop quizzes 			
		or online games that test students' knowledge of			
		marketing metrics in a fun and engaging way.			
		This could include scenario-based questions			
		where students have to choose the right metric to			
		assess a particular marketing strategy's success.			
		Social Media Campaign Analysis: Challenge			
		students to pick a social media campaign and			
		analyse its performance using relevant metrics.			
		They should consider engagement rates, reach,			
		conversion rates, and any other pertinent metrics.			
		This project can culminate in a presentation where			
		students propose strategies for optimizing the			
Ì		campaign's performance based on their analysis.	1		

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	2	1	1	1	2	1	1	3	1	3
CO 2	1	2	1	1	2	2	1	1	1	1	3
CO 3	1	2	1	1	1	1	1	1	1	1	3
CO 4	1	3	1	1	1	1	1	1	1	1	2
CO 5	3	1	1	1	1	2	3	2	3	1	3
CO 6	1	1	2	1	1	1	1	1	1	3	2

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

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- b. Open book test
- c. Laboratory report
- d. Problem based assignments
- e. Individual project report
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Formative Assessment (FA)

- a. Practical Assignment
- b. Viva

- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial work
- h. Home assignments
- i. Self and peer Assessments
- j. Oral presentations
- k. Observation of practical skills

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- 1. Farris, P. W., Bendle, N. T., Pfeifer, P. E., & Reibstein, D. J. (2015). Marketing metrics: The definitive guide to measuring marketing performance. Pearson.
- 2. Hayes, B. E. (2008). Measuring customer satisfaction and loyalty. ASQ Quality Press.
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- 4. Siegel, E. (2013). Predictive analytics: The power to predict who will click, buy, lie, or die. John Wiley & Sons.

SUGGESTED READINGS

- 1. Hollensen, S. (2015). Marketing Management: A Relationship Approach. Pearson.
- 2. Ambler, T., & Roberts, J. H. (2008). Assessing Marketing Performance: Don't settle for a silver metric. Journal of Marketing Management, 24(7-8), 733-750

Programme	BBA										
Course Code											
Course Title	Integrated Marketing Communication										
Type of Course	(Elective Cour	(Elective Course 3) Group 3 - Marketing Management									
Semester	6										
Academic Level	300-399										
Course Details	Credit	Lecture per	Tutorial	Practical	Total Hours						
		week	per week	per week							
	4	4	-	1	60						
Pre-requisites											
Course	The Integrated	-									
Summary	University's Ba			,	, 1 C						
	aims to provi				_						
	communication										
	programme, th										
	strong manage			* *							
	knowledge, fos	_	-		0 0						
	technologies in		•		· ·						
	course concen			-	* *						
	covering found	ational concep	ts, IMC eleme	ents, contempo	orary tools, and						

an open-ended module that integrates theory with practical experiences. The assessment methods, aligned with the university's programme objectives, ensure students are well-prepared for the complexities of the business world. The course's justification lies in its significant contribution to achieving the broader objectives of the BBA programme by equipping students with essential skills for effective marketing communication in diverse business environments.

Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Understand the principles and objectives of Integrated Marketing Communication (IMC) and distinguish between IMC and traditional promotion.	U	C	Instructor-created exams/Expert Talk
CO2	Capable of utilizing marketing communication models to assess and evaluate marketing communication strategies effectively.	Ap	Р	Practical Assignment / Group Tutorial work/ Case Study Report
CO3	Capable of proficiently employing the IMC planning process.	Ap	P	Seminar/Observation of practical skills/Case study
CO4	Able to comprehend the social, ethical, economic, and legal facets of advertising, and conduct a critical analysis of the societal and cultural effects of advertising.	U	С	Expert Talk/Industry Visit
CO5	Effectively utilize diverse types and tools of sales promotion, while critically assessing various techniques employed in sales promotion.	Ap	Р	Practical Work
CO6	Able to analyze and compare different elements of IMC.	An	С	Written test/Case study report
CO7	Able to apply contemporary tools of IMC.	Ap	Р	Practical Work

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

Module	T 1 24	Comtont	Hrs	Intornal	E-rtormol
Module	Unit	Content	пг	Internal	External

^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

I		I Company of the comp	(60)	(30)	(70)
	Found	ations of Integrated Marketing Communication (IMC)	12	20	16
	1	Introduction to Marketing Communication: Concept &			
		Objective of Marketing Communication - Principles of			
		Effective Marketing Communications - Ethics in			
		Marketing Communications - Factors Influencing			
		Marketing Communication Mix.			
	2	Models of Marketing Communication: AIDAS Model -			
		DAGMAR Model - Heightened Appreciation Model -			
		Model of Joyee - Levidge and Steiner Model. (Case Study			
		Analysis)			
	3	Overview of Integrated Marketing Communication (IMC):			
		Evolution - Meaning and Definition of IMC - Features of			
		IMC -Advantages and Disadvantages of IMC -Steps in			
		IMC Planning Process - Role of IMC in Marketing.			
 	4	Difference between Integrated Marketing Communication			_
	7	(IMC) and Traditional Promotion.			
II	Fle	ements of IMC- I (Advertising and Sales Promotion)	12	18	
	1210	,	12	10	
	5	Advertising: Advertising as a Tool of Marketing			
		Communication: Definition, Objectives, Features,			
		Advantages, and Disadvantages.			
		Social – Ethical - Economic and Legal Aspects of			
		Advertising, Advertising and Promotion Ethics,			
		Advertising and Children, Social and Cultural			
		Consequences. (Case Study Analysis).			
	6	Sales Promotion: Concept, Advantages and			
		Disadvantages, Types and Tools of Sales Promotion.			
		Scope and Role of Sales Promotion, Growth of Sales			
		Promotion, Consumer Oriented Sales Promotion,			
		Techniques in Sales Promotion.			
III	Elei	ments of IMC- II (Public Relations, Personal Selling,	12	18	
		Publicity, and Direct Marketing)			
	7	Public Relations: Meaning - Objectives - Types - Process -			
		Tools – Features – Functions - Advantages and			
		Disadvantages of PR, Role of PR in IMC.			
	8	Personal Selling: Features, Advantages, and			
		Disadvantages, Personal Selling in IMC, Qualities of			
		Good Sales People, Strategic Issues in Designing Personal			
		Selling.			
	9	Publicity: Goals of publicity, Role, Types, and Limitations			
	,	of Publicity - PR vs. Publicity.			
-	10	Direct Marketing: Concept, Advantages, and			
	10	Disadvantages. Modern Tools of Direct Marketing,			
		Developing Integrated Direct Marketing Programme.			
IV		Contemporary IMC Tools	12	18	
1 4		Contemporary IIVIC 10018	14	10	
	11	Digital Marketing: Meaning – Advantages –			
		Disadvantages – Types. Ethics in Digital Marketing.			
		Digital Display Marketing			

	12	Internet Advertising: Components - Advantages -			
		Limitations - and Types of Internet Advertising.			
	13	Mobile Marketing: Meaning - Types of Mobile Marketing			
		- SMS Marketing.			
	14	Online Advertising: Meaning- Advantages-			
		Disadvantages.			
	15	Search Engine Marketing: SEO and SEM - Display or			
		Banner Ads - Rich Media (Pop-Ups, Video Ads -			
		Websites and Sponsored Sites).			
	16	Social Media Advertising: Advantages and Disadvantages			
		- Advertising on Social Networks (Facebook, Linkedin,			
		Twitter, etc.) - Social media (Blogging, Video Sharing -			
		YouTube, Photo sharing – Instagram, Podcasts).			
V		Open Ended Module:	12	10	
		IMC Campaign Development Project: Divide]
		students into groups and assign each group the task			
		of developing a comprehensive IMC campaign for			
		a given product or service. This project should			
		encompass market research, target audience			
		identification, setting objectives, selecting			
		appropriate communication channels, creating			
		consistent messaging, and measuring campaign			
		effectiveness.			
		Social Media Strategy Workshop: Conduct			
		workshops focused on developing social media			
		strategies as a critical component of IMC. Students			
		learn how to create content calendars, use social			
		media analytics tools, and develop strategies for			
		engagement, influencer partnerships, and paid			
		promotions.			
		Cross-Media Storytelling Workshop: Host a			
		workshop on creating cohesive narratives that can			
		be adapted across different media channels.			
		Students work on storytelling techniques that			
		ensure brand messages are consistent yet			
		optimized for each channel, whether it's print,			
		digital, social media, or broadcast.			
		Public Relations Crisis Simulation: Create a crisis			
		management simulation where students must			
		develop a communication plan to address a			
		hypothetical crisis affecting a brand. This exercise			
		teaches students the importance of public relations			
		within IMC, focusing on message consistency,			
		media relations, and stakeholder communication			
		during a crisis.			

PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7

CO 1	3	3	2	3	2	3	2	3	2	3	3
CO 2	3	2	3	2	3	2	3	2	2	2	3
CO 3	3	2	3	2	3	2	3	2	3	2	3
CO 4	3	2	2	3	2	3	2	3	2	3	2
CO 5	3	2	3	2	3	2	3	2	3	2	3
CO 6	3	2	3	2	3	2	3	2	3	2	2
CO7	3	2	3	2	3	2	3	2	3	3	3

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
- b. Open book test
- c. Laboratory report
- d. Problem based assignments
- e. Individual project report
- f. Case study report
- g. Team project report
- h. Literature survey
- i. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial work
- h. Home assignments
- i. Self and peer Assessments
- j. Oral presentations
- k. Observation of practical skills

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- 1. Naikar, S., Halpeth, B., & Chandratre, S. (2016). Integrated Marketing Communications. Himalaya Publishing House.
- 2. Hardy, J., Mercury, I., & Powell, H. (2014). The Advertising Handbook. Routledge.
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- 4. Shah, K. (Year of Publication). Advertising and Integrated Marketing Communications. McGraw Hill.
- 5. Murthy, S. N., & Bhojanna, U. (2016). Advertising: An IMC perspective. Excel Books.
- 6. Kumar, N. (2016). Integrated Marketing Communication. Himalaya.

Programme	BBA				
Course Code					
Course Title	Strategic Hosp	itality Marke	ting		
Type of Course	(Elective Cour	se 4) Group 3	3 - Marketing	g Management	•
Semester	6				
Academic Level	300-399				
Course Details	Credit	Lecture per	Tutorial	Practical	Total Hours
		week	per week	per week	
	4	4	-	-	60
Pre-requisites					
Summary	Calicut Univer management for The third-sem Marketing, immindustry. Program problem-solving aligning seamle on professional entrepreneurial both PSOs and practice. Assessivariety of assatechnology, the sector. The ophighlights the	oundations, pro- lester course, merses student amme outcom g, entreprene essly with prog al developme leadership. C d POs, ensuri essment rubrical essments. En e syllabus rea en-ended mod programme's	oblem-solving Strategic lets in the connes (POs) streets (POs) streets, globeramme-specifient, critical ourse outcoming a comprehe support a criched with dies students dule, including commitmen	skills, and a groundations of mplexities of the ess manageme all awareness, fic outcomes (Fithinking, interes (COs) are when sive blend thorough evaluation of the dynamic groundation	global outlook. of Hospitality the hospitality nt knowledge, and ethics, PSOs) focusing novation, and vell-mapped to of theory and uation with a nt and digital nic hospitality industry visit, engagement,
	providing valua Overall, the educational exp	programme			orward-looking

Course Outcomes (CO):

CO	CO Statement	Cognitive	Knowledge	Evaluation
		Level*	Category#	Tools used

CO1	Understand the foundational theories and principles of hospitality marketing.	R	С	Instructor- created exams/Quiz
CO2	Apply marketing knowledge to analyze and solve business problems in the hospitality sector.	Ap	P	Practical Assignment/ Case Study Report
CO3	Analyze and interpret Hospitality Consumer Behavior for Strategic Decision-Making	Ap	P	Case study analysis, Group project, Presentation
CO4	Understand and analyze the comprehensive environmental dynamics impacting the Hospitality Sector.	An	С	Written test/Case study report
CO5	Develop Strategic Expertise in Market Segmentation, Targeting, and Positioning for Effective Hospitality Marketing.	Ap	P	Case study analysis/ Group project/Written test
CO6	Synthesize Practical Insights through Industry Visits and Case Study Analysis in Hospitality Marketing	С	P	Case study analysis, Group project, Presentation

Module	Unit	Content	Hrs	Internal	External
			(60)	(30)	(70)
I		Introduction to Hospitality Marketing	12	20	16
	1	Understanding the Hospitality Industry: Introduction -			
		Meaning - Nature of Hospitality - Features of Hospitality			
		Services. Current Service Trends in the Hospitality Sector			
		- Key Issues impacting the Hospitality Industry in Both			
		India and Global Context. [Case Study 1: Addressing			
		Key Service Challenges in the Restaurant Sector].			
	2	Overview of Hospitality Marketing: Meaning -Definition			
		- Characteristics - Principles - Importance - Challenges			
		& Ethics in Hospitality Marketing.			
	3	Hospitality Products: Definition and Scope of Hospitality			
		Products - Classification of Hospitality Products - Unique			
		Characteristics of Hospitality Offerings - Nature of			
		Hospitality Products and Services. [Case Study 2:			
		Differentiating Service Offerings in Luxury Hotels: A			
		Comparative Analysis].			
II		Understanding Hospitality Consumer Behavior	12		18
	4	Hospitality Consumers' Behavior: Introduction -			

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

-					
	5	Defining and understanding Consumer in Hospitality Services - Factors that Influence Consumer Behavior (External and Internal Factors). [Case Study 3: Analysing the Impact of Cultural Factors on Consumer Preferences in International Hotel Chains]. Consumer Decision-Making in Hospitality: Overview - Stages in the Consumer Decision-Making Process - Factors Influencing Decision-Making at Each Stage-Application of Decision-Making Models in Hospitality. [Case Study 4: Application of Consumer Decision-Making Models in the Selection of Airlines for Business Travel]. Consumer Problems in Hospitality: Identifying Consumer Problems in Hospitality - Consumer Problem-Solving Processes, Consumer Problem-Solving Techniques - Strategies for Problems Problems in Service Frequency and Problems Processes.			
TTT		Strategies for Problem Resolution in Service Encounters.	10	-	10
III	7	Hospitality Marketing Environment Understanding Environmental Dynamics: Meaning, Definition Significance and Other Considerations of	12		18
	0	Definition, Significance and Other Considerations of Hospitality Marketing Environment.			
	8	Environmental influence on Hospitality Sector: Macro Environment- Meaning, Definition & Factors (Political – Economic- Socio-Cultural – Technological – Environmental - Legal) and Micro Environment-Meaning, Definition & Factors (Customers, Employees, Suppliers, Intermediaries, Competitors, and Public Media) & their roles – Analysis Tool (PESTEL analysis & SWOT analysis).			
IV	ľ	Market Segmentation, Targeting, and Positioning in	12		18
	9	Market Segmentation in Hospitality Marketing: Meaning, Definition & Importance - Variables for Market Segmentation in the Hospitality Industry- Criteria for effective Market Segment selection - Market Segmentation Strategy. Introduction to Market Targeting: Overview - Significance of Targeting in Hospitality Marketing -			
		Targeting Approaches in Hospitality - Exploring Innovative Targeting Approaches Leveraging Digital Technology.			
	11	Market Positioning: Meaning and Definition of Market Positioning - Importance of Effective Positioning in Hospitality - Positioning Strategies in Hospitality. Implementing Digital Strategies in Global Positioning for Competitive Edge. [Case Study 5: Successful Brand Repositioning in the Fast-Food Industry].			
V		Open Ended Module:	12	10	
		 Industry Immersion Experiences: Facilitate field trips or virtual tours to local hospitality businesses, followed by Q&A sessions with 			

marketing professionals in the hospitality sector. This direct interaction allows students to gain insights into the practical challenges and opportunities in hospitality marketing and to apply theoretical knowledge in real-world contexts.

- Hospitality Marketing Plan Competition: Divide the class into teams and challenge them to create comprehensive marketing plans for a fictional or local hospitality business (e.g., hotel, restaurant, travel agency). This project should include market research, target audience identification, branding strategies, digital marketing plans, and budget allocations.
- Digital Marketing Workshops: Organize workshops focusing on digital marketing skills specific to the hospitality industry, such as search engine optimization (SEO) for hospitality websites, social media marketing for hotels and restaurants, and email marketing strategies for customer loyalty programmes.
- Sustainability Project: With sustainability becoming increasingly important in the hospitality industry, task students with developing a strategic marketing plan for a hospitality business that emphasizes sustainable practices. Students should research sustainable tourism trends, identify target markets interested in eco-friendly travel, and propose marketing strategies that highlight the business's commitment to sustainability.

Mapping of COs with PSOs and POs:

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	2	2	2	3	2	2	2	2	1	3
CO 2	3	3	1	1	3	3	1	2	2	1	3
CO 3	3	3	2	2	3	3	3	2	1	1	3
CO 4	3	3	1	3	3	3	2	3	2	1	2
CO 5	3	3	3	2	3	3	3	3	1	3	3

СО	3	3	3	2	3	3	3	1	3	1	2
6											

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
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Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
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- h. Home assignments
- i. Self and peer Assessments
- j. Oral presentations
- k. Observation of practical skills

REFERENCES

- 1. Morrison, A. M. Hospitality and travel marketing. Thomas Learning Inc
- 2. Kotler, P., Bowen, J. T., & Makens, J. C. (Year of Publication). Marketing for hospitality and tourism. Pearson Education Publication
- 3. Abbey, J. R. (2003). Hospitality sales and marketing. Educational Institute of the American Hotel & Lodging Association.
- 4. Reid, R. D., & Bojanic, D. C. (2016). Hospitality marketing management. John Wiley & Sons.
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Programme	BBA								
Course Code									
Course Title	World Class N	Ianufacturing	Ş						
Type of Course	(Elective Cour	rse 1) Group	4 - Operation	s Managemen	nt				
Semester	5	5							
Academic Level	300-399								
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours				
	4	4	-	-	60				
Pre-requisites		1			J				
Course Summary	environment at	This course introduces the students with the world class manufacturing environment and optimised production principles. It is concerned with the development and evolution of world class manufacturing. The course is focused on the importance manufacturing unique along the globe.							

Course Outcomes (CO):

СО	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Discover best practices adopted by industry in the sphere of World Class Manufacturing	U	С	Standardised Test
CO2	Examine the use of IT Planning Methodology for World Class Manufacturing	An	Р	Case Study and Classroom Discussion
CO3	Discuss latest trends and developments in technology and systems around the world pertaining to World Class Manufacturing	U	С	Standardised Test

CO4	Implement the World Class	Ap	P	Case Study and
	Manufacturing Plan across			Classroom
	an organisation			Discussion
* - Re	emember (R), Understand (U), App	ly (Ap), Analyse	(An), Evaluate (E)	, Create (C)
	Factual Knowledge(F) Concept cognitive Knowledge (M)	ual Knowledge	(C) Procedural	Knowledge (P)

Module	Unit	Content	Hrs		External
			(60)	(30)	(70)
I		Introduction to World Class Manufacturing	12	20	16
	1	Historical Perspective World Class Excellent Organisations			
	2	Models for Manufacturing Excellence: Schonberger, Halls, Gunn and Maskell Models			
	3	Imperatives for Success - Technology, Systems Approach and Change in the Mindset			
	4	Technology Principles Advocated by Eliyahu Goldtratt, Porters Dynamic Diamond Theory and its Importance to WCM			
II		Benchmarking	12	1	18
	5	Concept of Benchmarking, Bottleneck and Best Practices			
	6	Best Performers, Gaining Competitive Edge Through World Class Manufacturing			
	7	Value Added Manufacturing, Value Stream Mapping, Eliminating Waste			
	8	Toyota Production System			
III		System and Tools for World Class Manufacturing	12	=	18
	9	Improving Product & Process Design			
	10	Optimizing, Procurement & Stores Practices			
	11	SQC, FMS, Rapid Prototyping, Poka Yoke, 5-S,3 M, JIT			
	12	CAD, CAM, CIM			
	13	Robotics			
	14	Concurrent Engineering, Group Technology, Cellular Manufacturing			

	15	Taguchis' Quality Loss Function			
	16	Robust Design Concepts			
	17	Designing Products through 'Fuzzy' Logic			
IV		Typical Characteristics of WCM Companies	12		18
	18	Performance Indicators like POP, TOPP and AMBITE Systems			
	19	World Class Performance, Six Sigma Philosophy.			
	20	Green Manufacturing, Clean Manufacturing, Agile Manufacturing, Quick Response Manufacturing, Lean Manufacturing,			
	21	Artificial Intelligence in World Class Manufacturing and its Relation in Creating World Class Products			
	22	Indian Scenario on World Class Manufacturing -Task Ahead			
V		Open Ended Module:	12	10	
		Sustainable Manufacturing Project: Assign teams to			

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	3	2	1	3	3	3	2	2	2	3
CO 2	3	3	3	3	3	2	3	2	2	3	3
СО	3	3	3	3	3	2	3	2	2	2	3

3											
CO 4	3	3	2	3	3	3	3	2	2	2	2

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written Test
- b. Open Book Test
- c. Problem Based Assignments
- e. Individual Project Report
- f. Case Study Report
- g. Team Project Report
- h. Literature Survey
- i. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Ouiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial Work
- h. Home Assignments
- i. Self and Peer Assessments
- j. Oral Presentations
- k. Observation of Practical Skills

REFERENCES

- 1. Adam, E. E., Jr., & Ebert, R. J. Production and Operations Management. New Delhi: Prentice Hall Learning Pvt. Ltd.
- 2. Liker, J. K. The Toyota Way 14 Management Principles. McGraw Hill Publications.
- 3. Chase, R. B., & Jacob, R. Operations Management for Competitive Advantage. McGraw Hill Publications.

4. Schonberger, R. J. World Class Manufacturing - The Lessons of Simplicity. Free Press.

SUGGESTED READINGS:

- 1. World Class Manufacturing Strategic Perspective, Sahay B. S., Saxena KBC., and Ashish Kumar., New Delhi, Mac Milan Publications.
- 2. Just In Time Manufacturing, Korgaonkar M.G., New Delhi, Mac Milan Publications.
- 3. Making Common Sense Common Practice, Moore Ron, Oxford, Elsevier Butterworth-Heinemann.

Programme	BBA								
Course Code									
Course Title	Quality Mana	gement							
Type of Course	(Elective Cour	rse 2) Group 4	4 - Operation	s Managemen	t				
Semester	5								
Academic Level	300-399	300-399							
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours				
	4	4	-	-	60				
Pre-requisites									
Course Summary	practices of Qu	This course introduces the students with the various principles and practices of Quality Management. It is concerned with the creation of quality conscious work culture.							

Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Understanding the evolution of Quality management.	U	С	Standardised Test
CO2	Understanding of quality philosophies and practices.	U	С	Standardised Test
CO3	Ability to apply statistical process control to enhance quality.	Ap	Р	Case Study and Classroom Discussion
CO4	Ability to apply quality tools to enhance organization's quality performance	Ap	P	Case Study and Classroom Discussion

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

Module	Unit	Content	Hrs	Internal	External
			(60)	(30)	(70)
I		Introduction to Quality Management	12	20	16
	1	Need for Quality, Evolution of Quality, Total Quality - Attitude			
		and Involvement of Top Management, Customer Focus,			
		Customer Perception, Customer Retention			
	2	Dimensions of Product and Service Quality, Cost of Quality			
	3	Quality Gurus - Crosby, Deming, Masaaki Imai, Feigenbaum,			
		Ishikawa, Juran, Oakland, Shigeo Shingo, and Taguchi.			
	4	Quality Circle, Japanese 5S Principles, and 8D Methodology			
II		Statistical Process Control (SPC)	12		18
	5	SPC - Meaning, Significance. Construction of Control Charts for			
		Variables and Attributes.			
	6	Process Capability - Meaning, Significance and Measurement.			
		Six sigma			
	7	Reliability Concepts, Reliability in Series and Parallel, Product			
		Life Characteristics Curve			
	8	Total productive maintenance (TMP), Terotechnology. Business			
		Process Improvement (BPI), Reengineering Process	- 10		10
III		Quality Tools	12		18
	9	Tools of Quality			
	10	Bench Marking			
	11	Six Sigma			
	12	Failure Mode Effect Analysis (FMEA)			
	13	FMEA Stages, Design, Process and Documentation			
	14	Quality Function Deployment (QFD) - Benefits			
	15	House of Quality			
	16	Parameter and Tolerance Design			
TX7	17	Signal to Noise Ratio	10		10
IV	10	Quality Management Systems	12		18
	18	Introduction Quality Management Systems, Elements,			
	10	Documentation Guidelines for Performance Improvements Quality Audits, BIS, ISO 9000			
	19				
	20	TQM Culture, Framework, Benefits, Awareness and Obstacles.			
	21	Employee Involvement - Motivation, Empowerment, Team and			
	22	Teamwork, Recognition and Reward, Performance Appraisal			
₹7	22	Supplier - Selection, Partnering, Supplier Rating	12	10	
V		Open Ended Module:	12	10	

•	Lean Manufacturing Workshop: Organize a hands-on		
	workshop where participants can apply Lean principles to		
	streamline operations in a simulated manufacturing setup.		
	Tasks can include identifying waste, implementing 5S		
	methodology, and designing a Kanban system		
•	Quality Management Escape Room: Design an escape		
	room challenge themed around solving quality-related		
	problems. Participants must use their knowledge of Total		
	Quality Management (TQM) principles, Six Sigma, and		
	ISO standards to find clues and solve puzzles to "escape."		
•	Case Study Analysis and Role Play: Present real-life case		
	studies of companies that successfully implemented		
	Quality Management systems. Follow up with role-play		
	sessions where students assume roles within these		
	companies, making decisions to address quality		
	challenges		

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO	3	3	2	1	3	3	3	2	2	2	3
1											
CO	3	3	3	3	3	2	3	2	2	3	3
2											
CO	3	3	3	3	3	2	3	2	2	2	3
3											
CO	3	3	2	3	3	3	3	2	2	2	2
4											

Correlation Levels:

Level	Correlation
1	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written Test
- b. Open Book Test
- c. Problem Based Assignments
- e. Individual Project Report
- f. Case Study Report
- g. Team Project Report
- h. Literature Survey
- i. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial Work
- h. Home Assignments
- i. Self and Peer Assessments
- j. Oral Presentations
- k. Observation of Practical Skills

REFERENCES

- 1. Bhat, K. S. (n.d.). Total Quality Management Text and Cases (1st ed.). Himalaya Publishing House.
- 2. Charantimath, P. M. (n.d.). Total Quality Management (2nd ed.). Pearson Education.
- 3. Montgomery, D. C. (n.d.). Introduction to Statistical Quality Control (4th ed.). Wiley India Pvt Limited.
- 4. Panneerselvam, R., & Sivasankaran, P. (n.d.). Quality Management. PHI Learning.

SUGGESTED READINGS:

1. Hughes Chris, 1985. Productions and Operations Management, London, Pan Books.

Programme	BBA						
Course Code							
Course Title	Total Producti	ive Maintenar	ıce				
Type of Course	(Elective Cour	rse 3) Group	4 - Operation	s Managemen	t		
Semester	6						
Academic Level	300-399						
Course Details	Credit	Lecture per	Tutorial	Practical	Total Hours		
		week	per week	per week			
	4	4	-	-	60		
Pre-requisites							
Course	This course ain	ns at introduci	ng Total Prod	uctive Mainten	ance (TPM) at		
Summary	the beginner's	level It is con	cerned with t	the understand	ing to prevent		
	equipment pro	equipment problems and reduce expenditures. It is also intended to					
	understand con	stant improver	nent in the ov	erall equipmen	nt effectiveness		
	(OEE) as it rela	ites to equipme	ent and capital	assets			

CO	CO Statement	Cognitive	Knowledge	Evaluation Tools
		Level*	Category#	used

CO1	Understand how TPM improves operations by preventing equipment breakdowns; prevention of product defects and rejects; improving equipment effectiveness and efficiency; involving and training operators in equipment maintenance	U	C	Standardised Test
CO2	Understand the usage of tools for TPM implementation and able to identify and eliminate loss through TPM implementation	An	P	Case Study and Classroom Discussion
CO3	Understand the roles and responsibilities of a TPM implementation organization and the critical issues	U	С	Standardised Test
CO4	Understand the economic side to TPM	Ap	P	Case Study and Classroom Discussion
* - Re	emember (R), Understand (U), Appl	y (Ap), Analyse	(An), Evaluate (E)), Create (C)

Module	Unit	Content	Hrs	Internal	External
			(60)	(30)	(70)
I		Introduction to Maintenance	12	20	16
	1	Evolution of Maintenance Concept, Objectives and			
		Functions			
	2	TPM, System Effectiveness			
	3	Reliability Centered Maintenance (RCM), Maintainability			
		Prediction,			
	4	Maintenance Cost			
II		Maintenance Types	12	18	
	5	Minimal Repair, Maintenance Types			
	6	Balancing Preventive Maintenance and Breakdown			
		Maintenance			
	7	Preventive Maintenance Schedules			
	8	Replacement Models			
III		Zero Breakdowns	12	18	
	9	Zero Defects and TPM			

^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

	10	Zero Breakdowns and Maximizing Equipment Effectiveness			
	11	Autonomous Maintenance Programme			
	12	Eight Pillars of TPM			
	13	Maintenance Inventory Controls			
	14	Improving Maintenance Efficiency and Effectiveness			
	15	TPM Organization - Management Decision - Establishment			
		of Basic Policies and Goals - Formation of Master Plan			
	16	TPM Small Group Activities			
	17	TPM implementation			
IV		Human Factors in Maintenance	12	18	
	18	Human Factors in Maintenance, Maintenance Manuals,			
		Maintenance Staffing Methods			
	19	Queuing Applications, Simulation			
	20	Spare Parts Management			
	21	Maintenance Planning and Scheduling			
	22	Condition Monitoring Techniques, Vibration Monitoring,			
		Signature Analysis, Wear Debris Monitoring, Expert			
		systems, Corrosion Monitoring and Control			
V		Open Ended Module	12	10	
V		Open Ended Module	12	10	
V		Open Ended Module • Cross-Functional Team Projects: Form teams	12	10	
V		Open Ended Module Cross-Functional Team Projects: Form teams comprising members from different academic	12	10	
V		Open Ended Module Cross-Functional Team Projects: Form teams comprising members from different academic disciplines to work on a project that involves	12	10	
V		Open Ended Module Cross-Functional Team Projects: Form teams comprising members from different academic disciplines to work on a project that involves implementing a TPM programme for a hypothetical	12	10	
V		Open Ended Module Cross-Functional Team Projects: Form teams comprising members from different academic disciplines to work on a project that involves implementing a TPM programme for a hypothetical or real facility. This mirrors the cross-functional	12	10	
V		Open Ended Module Cross-Functional Team Projects: Form teams comprising members from different academic disciplines to work on a project that involves implementing a TPM programme for a hypothetical or real facility. This mirrors the cross-functional teams used in TPM initiatives in industry.	12	10	
V		 Open Ended Module Cross-Functional Team Projects: Form teams comprising members from different academic disciplines to work on a project that involves implementing a TPM programme for a hypothetical or real facility. This mirrors the cross-functional teams used in TPM initiatives in industry. TPM Kaizen Events: Organize Kaizen events 	12	10	
V		 Open Ended Module Cross-Functional Team Projects: Form teams comprising members from different academic disciplines to work on a project that involves implementing a TPM programme for a hypothetical or real facility. This mirrors the cross-functional teams used in TPM initiatives in industry. TPM Kaizen Events: Organize Kaizen events specifically focused on TPM, where students identify 	12	10	
V		Cross-Functional Team Projects: Form teams comprising members from different academic disciplines to work on a project that involves implementing a TPM programme for a hypothetical or real facility. This mirrors the cross-functional teams used in TPM initiatives in industry. TPM Kaizen Events: Organize Kaizen events specifically focused on TPM, where students identify and eliminate waste in maintenance processes and	12	10	
V		 Open Ended Module Cross-Functional Team Projects: Form teams comprising members from different academic disciplines to work on a project that involves implementing a TPM programme for a hypothetical or real facility. This mirrors the cross-functional teams used in TPM initiatives in industry. TPM Kaizen Events: Organize Kaizen events specifically focused on TPM, where students identify and eliminate waste in maintenance processes and propose improvements to enhance overall equipment 	12	10	
V		 Open Ended Module Cross-Functional Team Projects: Form teams comprising members from different academic disciplines to work on a project that involves implementing a TPM programme for a hypothetical or real facility. This mirrors the cross-functional teams used in TPM initiatives in industry. TPM Kaizen Events: Organize Kaizen events specifically focused on TPM, where students identify and eliminate waste in maintenance processes and propose improvements to enhance overall equipment effectiveness (OEE). 	12	10	
V		 Open Ended Module Cross-Functional Team Projects: Form teams comprising members from different academic disciplines to work on a project that involves implementing a TPM programme for a hypothetical or real facility. This mirrors the cross-functional teams used in TPM initiatives in industry. TPM Kaizen Events: Organize Kaizen events specifically focused on TPM, where students identify and eliminate waste in maintenance processes and propose improvements to enhance overall equipment effectiveness (OEE). Industry Case Studies and Role Play: Analyse case 	12	10	
V		 Open Ended Module Cross-Functional Team Projects: Form teams comprising members from different academic disciplines to work on a project that involves implementing a TPM programme for a hypothetical or real facility. This mirrors the cross-functional teams used in TPM initiatives in industry. TPM Kaizen Events: Organize Kaizen events specifically focused on TPM, where students identify and eliminate waste in maintenance processes and propose improvements to enhance overall equipment effectiveness (OEE). Industry Case Studies and Role Play: Analyse case studies of successful TPM implementations in 	12	10	
V		 Cross-Functional Team Projects: Form teams comprising members from different academic disciplines to work on a project that involves implementing a TPM programme for a hypothetical or real facility. This mirrors the cross-functional teams used in TPM initiatives in industry. TPM Kaizen Events: Organize Kaizen events specifically focused on TPM, where students identify and eliminate waste in maintenance processes and propose improvements to enhance overall equipment effectiveness (OEE). Industry Case Studies and Role Play: Analyse case studies of successful TPM implementations in various industries. Follow up with role-playing 	12	10	
V		 Cross-Functional Team Projects: Form teams comprising members from different academic disciplines to work on a project that involves implementing a TPM programme for a hypothetical or real facility. This mirrors the cross-functional teams used in TPM initiatives in industry. TPM Kaizen Events: Organize Kaizen events specifically focused on TPM, where students identify and eliminate waste in maintenance processes and propose improvements to enhance overall equipment effectiveness (OEE). Industry Case Studies and Role Play: Analyse case studies of successful TPM implementations in various industries. Follow up with role-playing exercises where students assume different roles 	12	10	
V		 Cross-Functional Team Projects: Form teams comprising members from different academic disciplines to work on a project that involves implementing a TPM programme for a hypothetical or real facility. This mirrors the cross-functional teams used in TPM initiatives in industry. TPM Kaizen Events: Organize Kaizen events specifically focused on TPM, where students identify and eliminate waste in maintenance processes and propose improvements to enhance overall equipment effectiveness (OEE). Industry Case Studies and Role Play: Analyse case studies of successful TPM implementations in various industries. Follow up with role-playing exercises where students assume different roles 	12	10	

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO	3	3	2	1	3	3	3	2	2	2	3
1											
CO	3	2	3	3	3	2	3	2	2	3	3
2											
CO	2	3	3	3	3	2	3	2	2	2	3
3											

CO	3	3	2	3	3	3	3	2	2	2	2
4											

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written Test
- b. Open Book Test
- c. Problem Based Assignments
- e. Individual Project Report
- f. Case Study Report
- g. Team Project Report
- h. Literature Survey
- i. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial Work
- h. Home Assignments
- i. Self and Peer Assessments
- i. Oral Presentations
- k. Observation of Practical Skills

REFERENCES

- 1. Nakajima, S. (1992). Introduction to TPM. Productivity Press.
- 2. Goto, F. (1992). Equipment planning for TPM: Maintenance Prevention Design. Productivity Press.
- 3. Kelly, A. (1991). Maintenance Planning and Control. Butterworth.
- 4. Suzuki, T. (1993). New Directions for TPM. Productivity Press.

SUGGESTED READINGS:

- 1. Fumio Gotoh, MasajiTajiri, 1999 'Autonomous maintenance in Seven Steps : Implementing TPM on the ShopFloor', Productivity Press.
- 2. Japan Institute of Plant Maintenances, 1997, 'Autonomous maintenance for Operators', Productivity Pres.

3. Jardine AK, , 2012, Maintenance, Replacement and Reliability, Pitman Publishing. Kern Peng, 'Equipment Management in the Post-Maintenance Era: A New Alternative to Total Productive Maintenance (TPM), Productivity Press.

Programme	BBA				
Course Code					
Course Title	Service Opera	tions Manage	ment		
Type of Course	(Elective Cour	se 4) Group	4 - Operation	s Managemen	t
Semester	6				
Academic Level	300-399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4	-	-	60
Pre-requisites					
Course	This course is	intended to	understand th	ne growing sig	gnificance and
Summary	impact of serv	vices on the	growth and	economy. It	also examines
	traditional ar competitiveness	-	. •	or achieving	operational

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Critically analyse the types of service operations and operational parameters that are imperative for organizational success.	U	Č	Standardised Test
CO2	Evaluate and compare strategies leading to improvement of service operations quality.	An	Р	Case Study and Classroom Discussion
CO3	Analyse the important aspects of service systems that control the provision of capacity to meet customer requirements effectively.	U	С	Standardised Test
CO4	Implement statistical methods and management techniques to monitor, control and improve service processes of an organization.	Ap	P	Case Study and Classroom Discussion
* - Re	emember (R), Understand (U), Appl	ly (Ap), Analyse	(An), Evaluate (E)	, Create (C)

- Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

Module	Unit	Content	Hrs	Internal	External
			(60)	(30)	(70)
I		Introduction to Services	12	20	16
	1	Importance, Role in Economy Service Sector - Growth;			
		Nature of Services - The Nature and Classification of			
		Services			
	2	The Future Of Services., E Commerce And Public Sector			
		Developments - Manufacturing Continuum			
	3	Service Classification , Service Package, Distinctive			
	4	Characteristics, Open-Systems View			
	4	Service Strategy, Strategic Service Vision, Competitive			
TT		Environment	10		10
II	5	Changing Paradigms in Competitiveness of Services	12		18
	3	Generic Strategies, Winning Customers; Role of Information			
		Technology; Stages In Service Firm Competitiveness; Internet Strategies			
	6	Environmental strategies, Global rends in Services Sector-			
	7	Inventory Management in Services - Retail Discounting			
	,	Model, Newsvendor Model; Managing Waiting Lines -			
		Queuing Systems, psychology of Waiting			
	8	Managing for Growth - Expansion Strategies, Franchising,			
		Globalization			
III		Service Design & Quality	12		18
	9	New Service Development – Design Elements - Service			
		Blue- Printing - Process Structure – Generic Approaches -			
		Value to Customer			
	10	Retail Design Strategies - Store Size - Network			
		Configuration; Managing Service Experience			
	11	Experience Economy, Key Dimensions; Vehicle Routing			
		and Scheduling, Service Design and Operations Strategy			
	12	Service Quality: Leveraging Value Over Cost in Service			
		Delivery, Globalization of Services			
	13	Service Quality Dimensions, Service Quality - Five Gap			
		Model & Kano's Model Measuring Service Quality -			
	1.4	SERVQUAL			
	14	Walk-through Audit; Quality Service by Design - Service			
	1.5	Recovery - Service Guarantees;			
	15	Service Encounter - triad, Creating Service Orientation,			
		Service Profit Chain; Front - Office Back - Office Interface -			
	1.6	Service Decoupling			
	16	Linking the Service Model to the P & L. Testing and			
	17	Adapting a Firm's Service Model.			
	17	Compensation and Performance Reporting Systems. The			
		Role of Operations in Successful M & A.			

IV	Implementations of Telecommunication Development	12		18
	18 Mobile Application and Consumer Services			
	19 Block Chain Technology			
	20 Data-Backed Performance Measurement			
	21 Employee Analytics			
	22 Improving Demand Responsiveness - Advanced Planning			
	and Scheduling (APS) & Services Operations			
\mathbf{V}	Open Ended Module:	12	10	
	Service Design Sprints: Implement a condensed			
	version of a design sprint focused on developing or			
	improving a service. Students work in teams to			
	identify a problem, brainstorm solutions, prototype,			
	and test their ideas with potential users within a short period.			
	Service Failure Analysis and Recovery Workshops:			
	Analyse real-world cases of service failures and			
	conduct workshops where students role-play			
	different stakeholders (e.g., service provider,			
	customer, manager) to explore effective service			
	recovery strategies.			
	Collaborative Service Innovation Projects: Partner with local businesses or non-profit organizations to			
	identify service improvement or innovation			
	opportunities. Students work in teams to propose			
	and, if possible, implement their solutions.			

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO	3	3	2	1	3	3	3	2	2	2	3
1											
CO	3	3	3	3	3	2	3	2	2	3	3
2											
CO	3	2	3	3	3	2	3	2	2	2	3
3											
CO	3	3	2	3	3	3	3	2	2	2	2
4											

Correlation Levels:

Level	Correlation
ı	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written Test
- b. Open Book Test
- c. Problem Based Assignments
- e. Individual Project Report
- f. Case Study Report
- g. Team Project Report
- h. Literature Survey
- i. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial Work
- h. Home Assignments
- i. Self and Peer Assessments
- j. Oral Presentations
- k. Observation of Practical Skills

REFERENCES

- 1. Fitzsimmons, J. A. (1997). Service Management: Operations, Strategy, Information Technology. Tata McGraw-Hill.
- 2. Metters, R., King-Metters, K., Pullman, M., & Walton, S. (2003). Successful Service Operations Management (2nd ed.). South-Western, Cengage Learning.
- 3. Haksever, C., Render, B., Russell, R. S., & Murdick, R. G. (2008). Service Management and Operations (2nd ed.). Pearson Education.

SUGGESTED READINGS:

1. Hughes Chris, 1985. Productions and Operations Management, London, Pan Books.

Programme	BBA								
Course Code									
Course Title	Logistics								
Type of Course	(Elective Course 1) Group 5 – Logistics								
Semester	5	5							
Academic Level	300 – 399								
Course Details	Credit	Lecture per	Tutorial	Practicum	Total Hours				
		week	per week	per week					
	4	4	-		60				
Pre-requisites									
Course	This course for	ocuses on dev	eloping a st	rong understa	nding of cost,				
Summary	revenue, and p	revenue, and profit in a business, as well as recording and interpreting							
	financial data.	It provides st	udents with the	he necessary k	knowledge and				

Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Able to understand basic principles and concepts of supply chain management including Procurement, Production, Distribution, and Logistics	U	C	Instructor-created exams / Quiz
CO2	Able to gain expertise in designing and managing transportation networks, distribution channels and logistics process.	Ap	Р	Practical Assignment / Observation of Practical Skills
CO3	Able to Understand the principles of warehouse management including layout design, material handling equipment and efficient storage practices.	Ap	Р	Seminar Presentation / Group Tutorial Work
CO4	Able to explore the complexities of managing supply chain on a global scale including international trade regulations and customs procedures	U	С	Instructor-created exams / Home Assignments
CO5	Able to enhance communication and Collaboration skills to facilitate effective coordination among different stakeholders in supply chain by considering social and ethical responsibilities.	Ар	Р	One Minute Reflection Writing assignments
CO6	Able to proficient in leveraging technology for Logistics function and will gain expertise in implementing digital tools for planning and minimizing cost.	Ap	Р	Viva Voce

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

Module	Unit	Content	Hrs	Internal	External
			(60)	(30)	(70)

^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

		Introduction to Logistics Management			
	1	Definition - Evolution of the concept -Elements process -			
		activities.			
	2	Role of Logistics management - Integrated Logistics			
		Management			
	3	Role of logistics managers in strategic decisions			
	4	Stages -Role of logistics providers - Emerging concept in			
I		logistics.	12		16
	5	Outsourcing Logistics: Reasons - Third party logistics			
		provider - Fourth party Logistics providers(4PL)			
	6	Logistics interface with marketing - Retails logistics.			
	7	Customer service - importance elements - the order cycle			
		system			
	8	Distribution channels - Functions performed - Types			
		designing			
	7	Supply Chain Management	=		
	7	An Introduction –Concept – Evolution and Development – Difference – Necessity and objectives			
	8	Role – Scope – Functions and Importance – Local and			
		International Supply Chains			
	9	Benefits and Issues – Types of Supply Chain management			
TT	10	tool – SCM building blocks			
II	10	Supply Chain Drivers and Obstacles – International Logistics and Supply Chain Management	12	20	
	11	Key Supply Chain Business Processes: Planning – Sourcing	1.2	20	18
	11	- Producing – Distributing and Paying			
	12	Purchasing and Supplier Management: Sourcing and			
		Supplier Management, Outsourcing – Global Sourcing			
	13	Vendor Identification – Selection – Evaluation –			
		Development – Supplier Relationship Management			
		Introduction to Warehousing			
	14	Concepts – Need for warehousing–Issues affecting			
	1.5	warehousing –Various warehousing facilities			
	15	Different types of warehouses –Characteristics of ideal ware houses			
III	16	Introduction to Inventory Management- Role of inventory –			
111	10	Functions of inventory	12		18
	17	Types of inventories – Cost of inventories -Need to hold			
		inventory.			
	18	Functions of inventory - Types of inventories – WIP			
		inventory – Finished goods inventory			
		Transportation			
	19	Introduction: Role of distribution in supply chain –			
		transportation management – designing distribution channels			
IV	20	Distribution models – Advantages of distribution models –			
	21	disadvantages of distribution models	-		
	21	Pre-requisites of distribution - Transportation Models:	12		18
		Various models of transportation (multimodal and	14		10

		intermodal)			
	22	Merits of each all models of transportation – understanding the components of multimodal transportation			
	23	Application of information technology in transportation			
		Open Ended Module			
V	24	International Trade and Export & Import Documentation			
		 Case Study Analysis: Students are given case studies of landmark legal cases or recent legal disputes involving corporate regulations. They analyse the cases, focusing on the legal principles involved, the decisions made, and their implications for the business environment. Legislation Drafting Workshop: Students are tasked with drafting a piece of legislation or regulatory guidelines for emerging industries (e.g., fintech, cryptocurrency, e-commerce) or for addressing contemporary issues (e.g., data privacy, corporate social responsibility). Legal Research Project: Assign a research project where students investigate and report on the evolution of a particular area of corporate law, comparing different jurisdictions or analysing the impact of a significant regulatory change. 	12	10	

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	2	1	2	2	2	2	1	2	1	3
CO 2	3	3	2	3	2	3	1	2	2	1	3
CO 3	3	3	2	3	2	2	1	1	2	2	3
CO 4	2	2	2	2	2	1	2	1	1	2	2
CO 5	3	2	2	3	2	3	2	2	1	2	3
CO 6	2	2	3	2	2	3	1	1	2	2	2

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

- 3. Summative Assessment (SA)
 - a. Written test
 - b. Open book test
 - c. Laboratory report
 - d. Problem based assignments
 - e. Individual project report
 - f. Case study report
 - g. Team project report
 - h. Literature survey
 - i. Standardized Test
- 4. Formative Assessment (FA)
 - a. Practical Assignment
 - b. Viva
 - c. Quiz
 - d. Interview
 - e. Class Discussion
 - f. Seminar
 - g. Group Tutorial work
 - h. Home assignments
 - i. Self and peer Assessments
 - j. Oral presentations
 - k. Observation of practical skills

REFERENCES:

- a. Sunil Chopra, Supply Chain Management
- b. Agarwal, Logistics Supply Chain Management
- c. Martin Christapher. Logistics and Supply Chain Management. Pearson
- d. Raghuram G. Logistics and Supply Chain Management. Mac Millan
- e. N. Chandrasekharan, Supply Chain Management

Programme	BBA
Course Code	
Course Title	Air Cargo Logistics Management
Type of Course	(Elective Course 2) Group 5 - Logistics
Semester	5
Academic Level	300 – 399

Course Details	Credit	Lecture per	Tutorial	Practicum	Total Hours		
		week	per week	per week			
	4	4	-		60		
Pre-requisites							
Course	Air Cargo Lo	gistics Manag	gement at th	e undergradua	ite level is a		
Summary	comprehensive	programme	designed to	equip stude	ents with the		
	knowledge and	skills necessa	ary to effective	ely manage the	e complex and		
	dynamic world	of air cargo	transportation	. The course	covers various		
	aspects of logi						
				1			
	operations. It explores the entire logistics process, from the point of origin to the final destination, emphasizing the unique challenges and						
			. 1		manenges and		
	considerations a	associated with	n air transport	ation			

СО	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Able to build strong foundation on theories, principles, and practices of Air Cargo Operations.	U	C	Instructor- created exams / Quiz
CO2	Able to solve the air cargo logistics problems and explore the opportunities and challenges in air cargo security	Ap	Р	Practical Assignment / Observation of Practical Skills
CO3	Able to analyse and apply air cargo Strategies that foster a culture of innovation within cargo packaging solution.	Ap	Р	Seminar Presentation / Group Tutorial Work
CO4	Able to acquire a comprehensive understanding of the challenges and strategies involved in managing air cargo across global culture (Inter culture, cross culture and global)	U	С	Instructor- created exams / Home Assignments
CO5	Able to possess the knowledge and skills to integrate social, ethical and sustainability and green logistics.	Ap	Р	One Minute Reflection Writing assignments
CO6	Able to proficient in leveraging technology for warehousing function and will gain expertise in implementing digital twins and automation in warehousing and cargo operations.	Ap	P	Viva Voce

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

Module	Unit	Content	Hrs (60)	Internal (30)	External (70)
		Introduction to Air Cargo	. /	20	
	1	Introduction, Advantages, Definition, Aviation, and airline terminology			
	2	Country, currency, airlines, different types of aircraft			
	3	Aircraft manufacturers, international air routes			
I	4	Airports, Airport codes, Airline consortium, hub & spoke	13		18
	5	Consortium, Risk associated with air cargo logistics	1		
	6	Air cargo services, Related services	-		
	7	Advices - Booking – SLI – Labelling	1		
	8	Air cargo rates and charges			
		Introduction to Airline Industry			
	7	Introduction, History, Importance of Air cargo industry			
	8	navigation systems, Air transport system, Functions			
	9	Terminal area, Landside operations			
II	10	Civil Aviation, Safety and Security, aircraft operator's security programme	14		20
	11	Security v/s facilitation - Training and Awareness in Airline	14		
	12	rescue and firefighting, Issues and Challenges			
	13	Airline regulations			
		Airline Marketing and Customer Service			
	14	Introduction of Marketing, Marketing Environment,			
III	15	Marketing Research, Airline Marketing Strategies and Planning	10		16
111	16	Airline Marketing Segmentation, SWOT Analysis	10		10
	17	Consignee - Controlled Cargo, Sales Leads, Airline Routing Instructions			
	18	Customer Service, Future Trends in Airline Marketing			
		Air Freight Forwarding			
	19	Air freight Exports and Imports, Air freight Special Cargoes			
	20	Air freight Consolidation, Air freight Documentation	11		16
	21	Air Way Bill (AWB), Communication, Freight	11		
	22	Handling COD shipments	-		
	22	POD, Dangerous (DGR) or hazardous goods,	-		
		Open Ended Module			
V		 Case Study Analysis: Students are given case studies of air cargo legal cases. They analyse the cases, focusing on the legal principles involved, the decisions made, and their 	12	10	
		implications for the business environment.Field Visits: Should visit major airports in			

	India.		

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	2	1	2	2	2	2	1	2	1	3
CO 2	3	3	2	3	2	3	1	2	2	1	3
CO 3	3	3	2	3	2	2	1	1	2	2	3
CO 4	2	2	2	2	2	1	2	1	1	2	2
CO 5	3	2	2	3	2	3	2	2	1	2	3
CO 6	2	2	3	2	2	3	1	1	2	2	2

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
- b. Open book test
- c. Laboratory report
- d. Problem based assignments
- e. Individual project report
- f. Case study report

- g. Team project report
- h. Literature survey
- i. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial work
- h. Home assignments
- i. Self and peer Assessments
- j. Oral presentations
- k. Observation of practical skills

REFERENCES

- a. Simon Taylor, Air transport logistics, Hampton
- b. Paul Jackson and William Brackenridge, Air cargo distributions: A management analysis of its economic and marketing benefits, Grower Press.
- c. Peter S. Smith, Air Freight: operations, marketing and economics, Faber
- d. John Walter Wood, Airports: Some elements of design and future developments.
- e. Ratandeep Singh, Aviation Century: Wings of change –A global survey.
- f. P.S. Senguttavan, Fundamentals of Air transport management, Oxford Atlas Oxford Publishing

Programme	BBA								
Course Code									
Course Title	Export & Imp	Export & Import – Policies & Procedures							
Type of Course	(Elective Cour	(Elective Course 3) Group 5 - Logistics							
Semester	6	6							
Academic Level	300-399								
Course Details	Credit	Lecture per	Tutorial	Practicum	Total Hours				
		week	per week	per week					
	4	4	-		60				
Pre-requisites									
Course	The undergrad	duate-level c	ourse on E	Export-Import	Policies and				
Summary	Procedures is	designed to	provide stud	ents with a	comprehensive				
	understanding	of the princip	oles, regulatio	ons, and practi	ices governing				
	international tr	ade. The cour	rse explores th	he complexitie	s of exporting				
	and importing	_			logistical, and				
	strategic aspect	s involved in g	global trade tra	ansactions.					

СО	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Able to build strong foundation on theories, principles, and practices of international trade.	U	C	Instructor- created exams / Quiz
CO2	Able to solve the export and import problems and explore the opportunities and challenges in international trade.	Ap	Р	Practical Assignment / Observation of Practical Skills
CO3	Able to analyse and apply Strategies that foster a culture of innovation within an entrepreneurial environment.	Ap	Р	Seminar Presentation / Group Tutorial Work
CO4	Able to acquire a comprehensive understanding of the challenges and strategies involved in managing risk across diverse culture (Inter culture, cross culture and global)	U	С	Instructor- created exams / Home Assignments
CO5	Able to possess the knowledge and skills to integrate social, ethical and sustainable trade practices	Ap	Р	One Minute Reflection Writing assignments
CO6	Able to proficient in leveraging technology for paperless transaction function and will gain expertise in implementing digital platforms like EDI, RFID etc for the development.	Ap	Р	Viva Voce

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

Module	Unit	Content	Hrs	Internal	External
T		Introduction to Intermetional Trade	(60)	(30)	(70)
1		Introduction to International Trade	12	20	16
	1	Meaning, Features, Advantages of International Trade			
	2	Scope, Benefits, Problems of International Trade			
	3	Domestic business v/s international business			
	4	Mode of entry into international market			
	5	International Financial Institutions-IMF,world Bank			
	6	IBRD-IDA-IFC-			
	7	ICSID ,EXIM Bank			
	8	MIGA, ADB			
II		International Trade Agreements			
	7	Introduction to Trade Agreements, Types, Bilateral			

^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

		Agreement, Plurilateral	12		
	8	Multilateral Agreements, GATT, Merits and Demerits,			18
	9	WTO, WTO agreements,			
	10	TRIPS, TRIMS			
	11	GATS and AoA,			
	12	Trade facilitation Issues			
	13	Functions and role of financial institutions in			
		economic development			
III		Foreign Trade Policies			
	14	Introduction to foreign trade, Highlights, Export			
		Incentives, Schemes			
	15	Assistance viz EPCG, FMS, FPS, MDA, DBK	12		18
	16	Institutional Frame Work of Foreign Trade			
	17	Export Promotion Organization			
	18	EPC, CBDGFT			
IV		Regional Economic Integrations			
	19	Introduction of Economic Integration, Meaning and			
		rationale			18
	20	Different Forms of integrations, European Union,	12		
		NAFTA			
	21	ASEAN, SAFTA, APEC,			
	22	Other Groupings			
V		Open Ended Module			
		Case Study Analysis: Students are given case	10	10	
		studies of Export and Import cases or recent	12	10	
		legal disputes involving export procedures.			
		They analyse the cases, focusing on the legal			
		principles involved, the decisions made, and			
		their implications for the business environment.			
		Port Visit: Students shall visit major ports in			
		India to learn the port operations and Import and			
		Export Policies.			

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	2	1	2	2	2	2	1	2	1	3
CO 2	3	3	2	3	2	3	1	2	2	1	3
CO 3	3	3	2	3	2	2	1	1	2	2	3
CO 4	2	2	2	2	2	1	2	1	1	2	2

CO 5	3	2	2	3	2	3	2	2	1	2	3
CO 6	2	2	3	2	2	3	1	1	2	2	2

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
- b. Open book test
- c. Laboratory report
- d. Problem based assignments
- e. Individual project report
- f. Case study report
- g. Team project report
- h. Literature survey
- i. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial work
- h. Home assignments
- i. Self and peer Assessments
- i. Oral presentations
- k. Observation of practical skills

REFERENCES

- 1. Dr. Khushpat S,Jain. Export Procedures and Documentation. Himalaya Publishing House
- 2. Dr. Francis Cherunilam. International Marketing (Text and Cases). Himalaya Publishing House
- 3. Paras Ram. Export-What, Where and How. Anupam Publishers

4. T.A.S. Balagopal. Export Management. Himalaya Publishing House

Programme	BBA								
Course Code									
Course Title	Shipping and Ocean Freight Logistics Management								
Type of Course	(Elective Cour	se 4) Group !	5 - Logistics						
Semester	6								
Academic Level	300-399								
Course Details	Credit	Lecture per	Tutorial	Practicum	Total Hours				
		week	per week	per week					
	4	4	-		60				
Pre-requisites									
Course	This comprehe	ensive course i	is designed for	or students ain	ning to deepen				
Summary	their understan	ding of the ir	ntricacies invo	olved in shipp	ing and ocean				
	freight logistic	s managemen	it. It is struc	ctured to prov	vide a holistic				
	overview of t	he global shi	pping industr	ry, including	key concepts,				
	practices, and	the regulate	ory environn	nent that gov	verns it. The				
	curriculum is	meticulously	crafted to ca	ater to the ne	eeds of future				
	professionals	seeking care	eers in ma	aritime logist	ics, shipping				
	management, a	nd internationa	ıl trade.						

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Able to build strong foundation on theories, principles, and practices of Shipping and Ocean freight Logistics	U	Č	Instructor-created exams / Quiz
CO2	Able to solve the Logistics problems and explore the opportunities and challenges in shipping and ocean freight logistics.	Ар	P	Practical Assignment / Observation of Practical Skills
CO3	Able to analyse and apply logistics Strategies that foster a culture of innovation within an entrepreneurial environment.	Ap	Р	Seminar Presentation / Group Tutorial Work
CO4	Able to acquire a comprehensive understanding of the challenges and strategies involved in managing shipping across diverse culture (Inter culture, cross	U	С	Instructor-created exams / Home Assignments

	culture and global)			
CO5	Able to possess the knowledge and skills to integrate social and ethical consideration into freight Decision making.	Ap	Р	One Minute Reflection Writing assignments
CO6	Able to proficient in leveraging technology for shipping and freight logistics function and will gain expertise in implementing digital tools for shipping and freight logistics systems.	Ap	Р	Viva Voce

Module	Unit	Content	Hrs (60)	Internal (30)	External (70)
		Shipping Industry and Business	(00)	(30)	(70)
	1	Basics of a ship,			
	2	Uses of a ship or a floating vessel			
	3	Description of a ship,			
I	4	Classification of ship (route point) (cargo carried)	12		16
	5	Tonnages and Cubic's,			
	6	Different Cargo (Packing, Utility or Value)			
	7	Trimming, Cleansing, Unitized Cargo			
	8	Superstructure			
		Shipping Lines			
	7	Hub and Spoke, Advices, Containers		20	
	8	Container Numbering,			
II	9	Shipping Process, Quotations	12		18
111	10	Process Flow – Shipping Sales – Leads			
	11	Flag Registration			
	12	Drafts and Load lines			
	13	Customer Service			
		Stevedoring, Lighterage Services and Security			
	14	Introduction of Stevedoring, Automated Container			
		Handling, Lighterage Services			4.0
III	15	Pilotage, Introduction to Port, Operational unit	12		18
	16	Port Services, Seaports, Vessel Operations			
	17	Port charges, Security at Ports and Harbors			
	18	Role of Security Agencies			
IV	10	Operations and Shipment Planning			
	19	Introduction, Basics of Shipment Planning			

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

	20	Preparing and Loading Containers, Consolidation	ation		
	21	Container De-stuffing	12		18
	22	Types of container services, Less Container Load (LCL),			
		Full Container Load (FCL)			
		Open Ended Module			
		Case Study Analysis			
\mathbf{v}		Visit: 1. Major Ports in India	12	10	
•	2. Major VesselsOrganization Visit: Major Exporting & Importing		12	10	
		Organizations			

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	2	1	2	2	2	2	1	2	1	3
CO 2	3	3	2	3	2	3	1	2	2	1	3
CO 3	3	3	2	3	2	2	1	1	2	2	3
CO 4	2	2	2	2	2	1	2	1	1	2	2
CO 5	3	2	2	3	2	3	2	2	1	2	3
CO 6	2	2	3	2	2	3	1	1	2	2	2

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

a. Written test

- b. Open book test
- c. Laboratory report
- d. Problem based assignments
- e. Individual project report
- f. Case study report
- g. Team project report
- h. Literature survey
- i. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial work
- h. Home assignments
- i. Self and peer Assessments
- j. Oral presentations
- k. Observation of practical skills

REFERENCES

- 1. John F. Wilson. Carriage of Goods by Sea. Harlow: Longman
- 2. J.R.Whittaker. Containerization. Hemisphere: Wiley
- 3. Cyril Frederick Hardy Cufley. Ocean Freights and Chartering. Adlard Coles Nautical

Programme	BBA							
Course Code								
Course Title	Data Visualiza	Data Visualization for Analytics						
Type of Course	(Elective Cour	se 1) Group	6 - Business A	nalytics				
Semester	5							
Academic Level	300-399							
Course Details	Credit	Lecture per	Tutorial	Practical	Total Hours			
		week	per week	per week				
	4	4	-	ı	60			
Pre-requisites								
Course	This course int	troduces the b	oasic design p	orinciples and	techniques for			
Summary	visualizing da	ıta interactiv	ely. The co	ourse intends	to provide			
	understanding of	on how visual	representation	s can help in th	ne analysis and			
	understanding of	of complex dat	ta in the first p	lace. The cour	se also teaches			
	on how to de	sign visualiza	tions, and ho	w to impleme	ent interactive			
	visualizations u	ising effective	software tool	ls. Students wi	ll also learn to			
	evaluate the ef	fectiveness of	visualization	designs, and	think critically			
	about each desi	gn decision, s	uch as choice	of color and cl	hoice of visual			
	encoding. Stude	ents will create	e their own da	ıta visualizatio	ns and learn to			
	use Open-Source	ce data visualiz	zation tools.					

Course Outcomes (CO):

СО	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Understand the concept of visualization and its significance in conveying information effectively	U	C	Instructor- created exams / Quiz
CO2	Gain practical skills in creating specific visualizations, including bar charts, line charts, dot plots, tables, heat maps, and data-based grids.	Ap	Р	Seminar Presentation / Group Tutorial Work
CO3	Acquire skills in text visualization techniques, including word clouds, word trees, tag clouds, theme visualization, topic modelling, seriation, and quantification.	Ap	Р	Seminar Presentation / Group Tutorial Work
CO4	Explore metadata, semantics, and conceptual data in the context of visualization	U	С	Instructor- created exams / Quiz
CO5	Apply data transformations such as aggregation and filtering for visualization	Ap	Р	Seminar Presentation / Group Tutorial Work
CO6	Evaluate existing visualizations based on data visualization theory and principles	Ap	Р	Seminar Presentation / Group Tutorial Work

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

Module	Unit	Content	Hrs (60)	Internal (30)	External (70)
I		Value of visualization	10	20	16
	1	What is visualization			
	2	Why create visualizations			
	3	Conveying information to others – Telling stories with			
		data			
	4	Data checking and verification - Data Maps – Time			
		series – Graphical excellence			

[#] - Factual Knowledge (F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

II		Data and Image Models	15		
	5	Visualization reference model.			
	6	Data: physical and abstract types, metadata, semantics,			
		conceptual data properties of images			
	7	Conceptual model – relational data model – statistical			
		data model, dimensions and measures – Roll-up and			
		Drill-down			
	8	Visual encoding and sign systems - Multidimensional			
		Data -Large design space			
III		Design of Visualization	13		
	9	Visual encodings, mapping data to image			
	10	Design criteria, expressiveness, effectiveness			
	11	Data transformation – Presentation, titles, captions,			
		annotations, legend and grid lines			
	12	Testing designs			
	13	Graphical integrity			
	14	Charting, Bar chart, Line chart, Dot plot			
	15	Tables, Heat-maps			
	16	Data-based grids			
	17	Multi-functioning labels.			
IV		Exploratory Data Analysis	10		
	18	EDA vs Classical Data analysis – Goals of EDA –			
		Assumptions – Data diagnostics – Statistical models			
		into graphics			
	19	Confirmatory analysis – Hypothesis formulation –			
	•	Testing procedure, significance – Graphical inference			
	20	Text visualization: Text data; documents, SMS, tweets,			
		logs, tags - Word clouds, word trees and tag clouds			
	21	Theme visualization			
	22	Topic modelling –Seriation, Quantification.			
V		Open Ended Module			
	1	Practical sessions by using appropriate softwares.	12	10	

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	2	3	3	3	2	3	3	3	2	3	3
CO 2	3	3	3	3	3	3	3	3	3	3	3
CO 3	2	3	3	3	2	3	3	3	2	3	3

CO 4	3	3	3	3	3	3	3	3	3	3	2
CO 5	2	3	2	3	2	3	2	3	2	3	3
CO 6	3	3	3	3	3	3	3	3	3	3	2

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
- b. Open book test
- c. Laboratory report
- d. Problem based assignments
- e. Individual project report
- f. Case study report
- g. Team project report
- h. Literature survey
- i. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial work
- h. Home assignments
- i. Self and peer Assessments
- j. Oral presentations
- k. Observation of practical skills

REFERENCES

- 1. Tufte, E, Envisioning Information, Graphics Press.
- 2. Tamara Munzner, Visualization Analysis and Design, CRC Press.

- 3. Nathan Yau, Visualize This- The Flowing Data Guide to Design, Visualization, and Statistics, Wiley.
- 4. S,A.Vivek., & Kumar, Rakesh. S. (2019). Business Analytics: An Introduction. SS Book Series. (ISBN: 978-93-5391-992-4)
- 5. Scott Murray, Interactive Data Visualization for the Web, O'Reilly.

SUGGESTED READINGS:

- 1. Colin Ware, Visual Thinking for Design, Morgan Kaufman, 2008.
- 2. Exploratory Data Analysis, NIST Engineering Statistics Handbook
- 3. Heer, J. and Shneiderman, B., Interactive dynamics for visual analytics, Communications of the ACM 55, Vol 4, pp. 45-54, 2012.

Programme	BBA				
Course Code					
Course Title	Data Analytics	Using R			
Type of Course	(Elective Cour	se 2) Group	6 - Business A	Analytics	
Semester	5				
Academic Level	300-399				_
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4	-	-	60
Pre-requisites	There are no pr	erequisites for	this course.		
Course Summary	This course, "I with a compre covering essent and advanced to explores the including Single Logistic Regres on solving but fundamentals at participants with analysis, foster in diverse profe	thensive introductial concepts applies like arrapractical applies Linear Regression, Decision asiness cases, and hands-on each valuable sing their ability	duction to the such as data ays, matrices, lication of s ession, Multip Trees, and This comb experience with kills for efficient to make information to the such that the	e R programm types, explora and vectors. T upervised lea ble Linear Reg Random Fores ination of R h predictive ma cient data ma	ning language, tory functions, the course also rning models, ression, Binary t, with a focus programming odelling equips nipulation and

CO	CO Statement	Cognitive	Knowledge	Evaluation
		Level*	Category#	Tools used
CO1	To understand the syntax of R	U	С	Instructor- created exams / Quiz
CO2	To take a large dataset, break it up into manageable pieces and use a range of qualitative and quantitative methods	Ap	Р	Seminar Presentation / Group

				Tutorial Work
CO3	To learn tools that help to communicate the findings using R visualization packages	Ap	Р	Seminar Presentation / Group Tutorial Work
CO4	To acquire skills in R programmeming for processing text-based data and interpreting the results	Ap	p	Seminar Presentation / Group Tutorial Work
CO5	To bring out the insights from the data analysis using R	Ар	Р	Seminar Presentation / Group Tutorial Work

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

Module	Unit	Content	Hrs	Internal	External
			(60)	(30)	(70)
I		Data analytics using R	10	20	16
	1	Introduction to R: Getting started with an IDE – R			
		Studio			
	2	Console as a calculator – variable assignment –			
		arithmetic in R - basic data types			
	3	Numeric, integers, logical and characters – type			
		match errors – type checking – type conversion			
	4	Familiarization with packages.			
II		Reading data using R	15		
	5	Basic read writes operations			
	6	understanding exploratory functions to cover			
		Summary & Structure of data			
	7	Data behavioural description using measures of			
		central tendency and measures of dispersion			
III		Arrays and Matrices	15		
	8	Arrays and Matrices: Array indexing – Array function			
		– Array arithmetic. Construct matrix			
	9	Matrix naming – Matrix indexing			
	10	Matrix multiplication, linear equations, determinants			
	11	Least square fitting – Matrix partitioning – Frequency			
		tables and factors			
	12	Levels and summary functions—ordered factor.			
	13	Vectors and Loop functions: Create vectors			
	14	Element naming – Vector arithmetic – Select			

^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

		elements – Multiple elements			
	15	Compare vectors – Logical vectors – Missing values			
	16	Modify subset of elements			
	17	Control statements – if statements, for loop, repeat,			
		while			
IV		Supervised Learning	10		
	18	Description of supervised modelling technique.			
		Family of Regressions SLR, BLR, MLR Modelling			
	19	Concept -Building the model - Model diagnostics and			
		evaluation			
	20	Solving Business case using SLR, MLR, BLR.			
	21	Decision Tree: Decision Tree Concept - Building the			
		model - Model diagnostics and evaluation			
	22	Random Forest: Random Forest Concept - Building			
		the model - Model diagnostics and evaluation			
V		Open Ended Module:	12	10	
	1	Practical Sessions, Solving Business case using			
		Random Forest method & Solving Business case			
		using Decision Tree method			

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	2	3	3	3	2	3	3	3	2	3	3
CO 2	2	3	3	3	2	3	3	3	2	3	3
CO 3	3	3	2	3	3	3	2	3	3	3	3
CO 4	3	3	3	3	3	3	3	3	3	3	2
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Correlation Levels:

Level	Correlation
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Assessment Rubrics:

 ${\bf Mode\ of\ Assessment-CCA\ (Continuous\ Comprehensive\ Assessment)\ \textbf{-}}$

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Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial work
- h. Home assignments
- i. Self and peer Assessments
- j. Oral presentations
- k. Observation of practical skills

REFERENCES

- 1. William N. Venables, David M. Smith, An Introduction to R, Second edition, Network Theory Limited.
- 2. Robert Kabacoff, R in Action: Data Analysis and Graphics with R, Manning Publication Company.
- 3. Camm, Cochran, Essentials of Business Analytics, Cengage Learning.

SUGGESTED READINGS:

- 1. R for Data Science by Hardley Wickham & Garret Grolemund.
- 2. Hands-On Programmeming with R by Grolemund and Garrett.
- 3. Beginning R: The Statistical Programmeming Language by Mark Gardener.
- 4. R for Everyone: Advanced Analytics and Graphics by Jared P. Lande.

Programme	BBA									
Course Code										
Course Title	Data Analytics	Data Analytics using Python								
Type of Course	(Elective Cour	(Elective Course 3) Group 6 - Business Analytics								
Semester	6	6								
Academic Level	300-399									
Course Details	Credit	Lecture per	Tutorial	Practical	Total Hours					
		week	per week	per week						
	4	4	-	-	60					
Pre-requisites										
Course	This comprehe	ensive course	provides a s	trong foundat	ion in Python					
Summary	programming.	It emphasize	s practical da	ita manipulatio	on skills using					
	Pandas and I	NumPy, intro	duces machi	ne learning	concepts, and					
	specifically for	ocuses on s	supervised le	earning, explo	oring various					
	algorithms and	l their real-wo	rld applicatio	ns across diffe	erent domains.					

By the end of the course, students will have gained the necessary skills to work with data in Python and a fundamental understanding of supervised learning, setting the stage for further exploration in machine learning.

СО	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Attain a high level of proficiency in Python programming, enabling students to write and understand code, implement algorithms, and solve computational problems	U	C	Instructor- created exams / Home
CO2	Develop advanced skills in data handling, including reading and writing files, loading and manipulating data using Pandas, and applying array-oriented programming techniques with NumPy.	Ap	Р	One Minute Reflection Writing assignments
CO3	Demonstrate proficiency in utilizing Python data structures, including lists, tuples, sets, and dictionaries, for efficient organization and manipulation of data.	Ap	P	One Minute Reflection Writing assignments
CO4	Attain competence in practical data science skills, including data cleaning, preparation, visualization, and aggregation/group operations, essential for effective analysis and interpretation of data	Ap	P	One Minute Reflection Writing assignments
CO5	Cultivate critical thinking skills to assess the strengths and limitations of different machine learning algorithms, promoting informed decision-making in problem- solving	Ap	P	One Minute Reflection Writing assignments
CO6	Apply Python programming and machine learning concepts to practical scenarios across diverse domains, highlighting the relevance and applicability of the learned skills	Ap	P	One Minute Reflection Writing assignments

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

I Data analytics using Python 13 20 1	(70) 16
1 Overview, Python Features 2 Basic Syntax, Variable Types, Basic Operators, decision making 3 Loops, Python Data Structures - Lists and Tuples, Sets, Dictionaries, Date & time, Functions 4 Functions, Scope of Variables, Objects and Classes II Working with Data in Python 15 Reading files with Open, writing files with Open, loading data with Pandas, working with and saving with Pandas 6 Array oriented Programming with Numpy 7 Data cleaning and preparation, Plotting and Visualization, Data Aggregation and Group Operations 8 Framework for building ML Systems, KDD process model, CRISP-DM & SEMMA, Machine learning Python packages, Machine Learning Core Libraries III Machine Learning 10 History and Evolution 11 Machine Learning categories 12 Supervised, Unsupervised and Reinforcement lea 13 Framework for building ML Systems 14 KDD process model, CRISP-DM & SEMMA,	18
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KDD process model, CRISP-DM & SEMMA,	
15 Machine learning Python packages.16 Machine Learning Core Libraries	
IV Supervised Learning 10	18
1 8	
17 Introduction to classification, Linear Regression	
18 Metrics for evaluating linear model,	
19 Multivariate regression, Non-Linear Regression, K-	
Nearest Neighbour,	
20 Decision Trees, Logistic Regression 21 Support Vector Machines, Model Evaluation	
21 Support Vector Machines, Model Evaluation 22 Applications of supervised learning in multiple	
Applications of supervised learning in multiple domains.	
V Open Ended Module 12 10	
1 Practical Sessions	+

		ì		ì	1		1	1	1		ì
	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	2	3	3	3	2	3	3	3	2	3	3
CO 2	2	3	3	3	2	3	3	3	2	3	3
CO 3	3	3	2	3	3	3	2	3	3	3	3
CO 4	3	3	3	3	3	3	3	3	3	3	2
CO 5	2	3	3	3	2	3	3	3	2	3	3
CO 6	2	3	3	3	2	3	3	3	2	3	2

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
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Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial work
- h. Home assignments

- i. Self and peer Assessments
- j. Oral presentations
- k. Observation of practical skills

REFERENCES

- 1. Manaranjan Pradhan, U Dinesh Kumar, Machine Learning using Python.
- 2. Michael Bowles, Machine Learning in Python.
- 3. Srinivasa Raghavan and Vincy Joseph, Machine Learning.

SUGGESTED READINGS:

- 1. Mastering Machine Learning with Python in Six Steps: A Practical Implementation Guide to Predictive Data Analytics Using Python by Manohar Swaminathan.
- 2. Machine Learning by Tom Mitchell.
- **3.** Machine Learning for Absolute Beginners: A Plain English Introduction (First Edition by Oliver Theobald.
- 4. Ultimate Step by Step Guide to Machine Language using Python: Predictive modelling concepts explained in simple terms for beginners by Daneyal Anis.

Programme	BBA						
Course Code							
Course Title	Advanced Dat	a Analytics fo	r Business Do	ecision			
Type of Course	(Elective Cour	se 4) Group	6 - Business A	nalytics			
Semester	6						
Academic Level	300-399						
Course Details	Credit	Lecture per	Tutorial	Practical	Total Hours		
		week	per week	per week			
	4 4 60						
Pre-requisites	There are no pr	erequisites for	this course				
Course	This business analytics course offers a comprehensive journey through						
Summary	the key methodologies and tools in analytics. By the course's conclusion,						
	participants will have acquired a robust skill set, enabling them to						
	leverage analytics for effective business decision-making and problem-						
	solving, with ha	ands-on experi	ence using rel	evant software	tools.		

CO	CO Statement	Cognitive	Knowledge	Evaluation
		Level*	Category#	Tools used
CO1	Understand the distinct methodologies,	U	С	Practical
	tools, and business applications associated			Assignment /
	with each type of analytics			Observation
				of Practical
				Skills
CO2	Develop a thorough comprehension of the	Ap	P	Instructor-
	fundamental concepts and principles			created exams
	underlying business analytics			

				/ Quiz
CO3	Gain hands-on experience in applying analytics using tools like R and E Views software	Ap	Р	Instructor- created exams / Quiz
CO4	Enable the students to apply analytics concepts to contribute effectively to strategic decision-making processes within various business domains	U	С	Practical Assignment / Observation of Practical Skills

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

Module	Unit	Content	Hrs (60)	Internal (30)	External (70)
I		Introduction to Business Analytics	10	20	16
_	1	Introduction to Business Analytics, Why Analytics,			
		Introduction to descriptive Analytics, Predictive Analytics, Prescriptive Analytics			
	2	Big Data Analytics		-	
	3	Web and Social Media Analytics, Machine Learning Algorithms			
	4	(Supervise learning algorithm, unsupervised algorithm, reinforcement algorithm, evolutionary learning algorithm)			
II		Descriptive Analytics	15		18
	5	Data Types and Scales, Structured and Unstructured Data, Cross-Sectional, Time Series, and Panel Data, Types of Data Measurement Scales, Population and Sample.			
	6	Measures of Central Tendency, mean (Or Average) Value, Median, Mode, Percentile, Decile, and Quartile, Measures of Variation			
	7	Inter-Quartile Distance (IQD), Variance and Standard Deviation, Measures of Shape – Skewness and Kurtosis			
	8	Hands-on on descriptive analysis			
III		Predictive analytics	18		18
	9	Simple linear regression, Estimation of Parameters Using Ordinary Least Squares			
	10	Interpretation of Simple Linear Regression Coefficients			
	11	Spurious Regression			
	12	Residual Analysis			
	13	Outlier Analysis			
	14	Multiple Linear Regression, Correlation and Regression Model, Interpretation of MLR Coefficients			

^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

	15	Standardized Regression Co-efficient, Co-efficient of			
		Multiple Determination (R-Square) and Adjusted R-			
		Square, F-Test.			
	16	Validation of Overall Regression Model			
	17	Analyzing predictive analysis using R software.			
IV		Prescriptive analysis	5		18
	18	Linear Programming, Linear Programming (LP) Model			
		Building			
	19	Linear Programming Problem (LPP) Terminologies			
	20	Simple method			
	21	Graphical method, Introduction to Multi-Criteria			
		Decision-Making (MCDM),			
	22	Data visualization using software like power Bi and			
		Tableau.			
\mathbf{V}		Open Ended Module:	12	10	
	1	Hands On			

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	1	3	2	3	3	2	3	3	3	2	3
CO 2	3	3	3	3	3	3	3	2	3	3	3
CO 3	3	3	2	3	3	3	1	3	3	2	3
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Level	Correlation
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Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

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- i. Standardized Test
- j. Oral presentations
- k. Observation of practical skills

REFERENCES

- 1. Kumar, U. Dinesh (2017), Business analytics: The science of data-driven decision making, Wiley.
- 2. Wickham, H., Çetinkaya-Rundel, M., & Grolemund, G., R for data science., O'Reilly Media, Inc.".
- 3. Albright, S. C., & Winston, W. L., Business analytics: Data analysis and decision making, Cengage Learning, Inc.
- 4. Provost, F., & Fawcett, T., Data Science for Business: What you need to know about data mining and data-analytic thinking, O'Reilly Media, Inc."

Programme	BBA				
Course Code					
Course Title	Design Think	ing			
Type of	(Elective Cou	rse 1) Grou	p 7 - Entrep	reneurship	
Course					
Semester	5				
Academic	300-399				
Level					
Course Details	Credit	Lecture	Tutorial	Practicum	Total Hours
		per week	per week	per week	

	4	4	-		60
Pre-requisites					
Course	This course pr	ovides a con	nprehensive in	ntroduction to	design thinking and its pivotal
Summary	role in fosteri	ng innovatio	n within bus	iness contexts	s. It also covers idea selection
	and evaluation	techniques,	risk assessm	ent, and leade	ership decision-making models
	essential for gu	uiding innova	ation projects	to success.	

Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Enable the learner to understand Design Thinking and identify the stages and history of design thinking.	U	C	Instructor- created exams / Quiz
CO2	Enable the learner to apply various approaches for reframing problems from different perspective.	Ap	Р	Practical Assignment / Observation of Practical Skills
CO3	Develop empathy for target groups and apply user-centred design principles to problem definition. Employ ideation techniques for creative problem-solving.	Ap	P	Seminar Presentation / Group Tutorial Work
CO4	Understanding user behaviour, values, and adoption patterns crucial for successful innovation.	U	С	Instructor- created exams / Home Assignments
CO5	Evaluate thinking methodologies like inside the box, outside the box, and systematic inventive thinking and apply creative thinking techniques to problem-solving.	Ap	Р	One Minute Reflection Writing assignments
CO6	Apply decision-making tools for assessing business ideas and mitigate risks using assessment models like the Kepner Tregoe matrix.	Ap	Р	Viva Voce

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

Module	Unit	Content	Hrs	Internal	External
			(60)	(30)	(70)

^{# -} Factual Knowledge (F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

I		The Foundation for Innovation	12	20	16
	1	Introduction to design thinking and its importance in			
		business innovation.			
	2	History of Design Thinking			
	3	Stages of Design Thinking			
	4	1	_		
	-	Understanding the problem framing process and its significance in identifying pain points.			
	5	• • • • • • • • • • • • • • • • • • • •	_		
	3	Approaches to reframing problems from multiple			
TT		perspectives (deep, emotional, broad, and dynamic).	12		10
II	6	Stages of Designing Thinking Process Develop Empethy for Your Target Group	12		18
	7	Develop Empathy for Your Target Group Define the Problem			
	8	Ideate for Solutions - Introduction to ideation, creative			
	0	problem solving, and generating ideas.			
	9	Prototyping the Ideas - Exploration to Validation,	_		
		Leading Concept Development, Best practices for			
		developing innovative prototypes			
	10	Testing the Design Solutions			
	11	Communication and structure in innovation			
		implementation			
	12	Importance of stakeholder analysis and developing a			
		communication plan.			
III		Methods and techniques for Generating Ideas	12		18
	13	Thinking Inside the Box Method – Meaning, Importance,			
		Problems related to this method			
	14	Systematic Inventive Thinking – Detailed Understanding			
	15	Thinking Outside the Box Method – Meaning,			
		Importance, Problems related to this method			
	16	Detailed Understanding of Mind mapping,			
		Brainstorming, Brainwriting, SCAMPER, Role-playing,			
	1.77	Storyboarding, Synectic, etc	_		
	17	Understanding user behavior and values as critical factors			
		in innovation Refine innovation ideas using design			
		heuristics, apply research-based personas and behavior models to make innovations easier to adopt			
	18	B.J. Fogg Behavioral Model.			
IV	10	Methods and techniques for Idea Valuation	12		18
•	19	Idea Selection and Evaluation: A-T-A-R model	_		10
	20	Checklists for idea evaluation: Scoring the suitability of	1		
		business idea, Evaluating an idea for a business or			
		product, Evaluating new product idea			
	21	Cost-benefit analysis - Decision trees - Evaluation matrix			
	22	FMEA - Failure Modes and Effects Analysis			
	23	Kano model- Kepner Tregoe matrix - NAF – Novelty,			
		Attractiveness, Feasibility study			
	24	PMI analysis- TRIZ- Vroom-Yetton-Jago contingency			
		model			
\mathbf{V}		Open Ended Module	12	10	

- Case Study Analysis
- Problem Framing Exercise: Present students with a complex problem and ask them to frame it from different perspectives, such as user needs, business objectives, and societal impact. Encourage them to explore the problem space thoroughly and identify underlying challenges and opportunities.
- Ideation Challenge: Organize an ideation challenge where students compete to generate the most creative and feasible solutions to a given problem. Provide them with constraints and prompts to spark creativity, and allow them to pitch their ideas to a panel of judges or peers.
- Innovation Pitch Competition: Invite students to develop and pitch innovative business ideas or product concepts. Provide them with resources and mentorship to refine their ideas and develop compelling pitches. Host a pitch competition where students present their ideas to a panel of judges, investors, or industry professionals.
- Guest Speaker Series: Invite guest speakers from diverse backgrounds, including design professionals. entrepreneurs, and innovation leaders. Have them share their experiences, insights, and best practices related to design thinking, problem-solving, and innovation. Encourage students to engage with the speakers through Q&A sessions and discussions.

Mapping of COs with PSOs and POs:

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	2	1	2	2	2	2	1	2	1	3
CO 2	3	3	2	3	2	3	1	2	2	1	3
CO 3	3	3	2	3	2	2	1	1	2	2	3
CO 4	2	2	2	2	2	1	2	1	1	2	2
СО	3	2	2	3	2	3	2	2	1	2	3

5											
CO 6	2	2	3	2	2	3	1	1	2	2	2

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
- b. Open book test
- c. Laboratory report
- d. Problem based assignments
- e. Individual project report
- f. Case study report
- g. Team project report
- h. Literature survey
- i. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial work
- h. Home assignments
- i. Self and peer Assessments
- j. Oral presentations
- k. Observation of practical skills

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Programme	BBA					
Course Code						
Course Title	Family Busine	ss Manageme	nt			
Type of Course	(Elective Cour	se 2) Group '	7 - Entrepren	eurship		
Semester	5					
Academic Level	300-399					
Course Details	Credit	Lecture per	Tutorial	Practicum	Total Hours	
		week	per week	per week		
	4	4	-		60	
Pre-requisites						
Course	This course p	provides an i	n-depth expl	oration of fa	mily business	
Summary	dynamics, foci	using on suc	cession plant	ning, ownersh	ip challenges,	
	successor development, and strategic planning. The course also delves					
	into family governance, successor development, and strategic					
	regeneration,					
	managing and s	sustaining fami	ily businesses	across generat	ions.	

CO	CO Statement	Cognitive	Knowledge	Evaluation
		Level*	Category#	Tools used
CO1	Understand the unique synthesis of family and business in family-owned enterprises. Evaluate theories such as the systems theory model, agency theory, and stewardship perspective in the context of family businesses.	U	С	Instructor- created exams / Quiz
CO2	Develop strategies to turn core competencies into competitive advantages and foster strategic regeneration.	Ар	Р	Practical Assignment / Observation of Practical Skills
CO3	Apply tools such as genograms and	Ap	P	Seminar

	family emotional intelligence to understand family systems and dynamics.			Presentation / Group Tutorial Work
CO4	Identify and nurture next- generation leaders with the attributes and abilities for responsible leadership. Understand the types of CEO spouses and their roles in succession and leadership transition.	U	С	Instructor- created exams / Home Assignments
CO5	Utilize the Business Rejuvenation matrix and intrapreneurship strategies to sustain competitive advantage.	Ap	Р	One Minute Reflection Writing assignments
CO6	Apply theoretical concepts and frameworks to real-world scenarios and case studies. Develop practical skills and strategies for managing and sustaining family businesses across generations.	Ap	Р	Viva Voce

Module	Unit	Content	Hrs (60)	Internal (30)	External (70)
I		Introduction to Family Business	12	20	16
	1	Family Business as a unique synthesis			
	2	Succession and Continuity: The three generation rule- Building Family business that last.			
	3	The systems theory model of Family Business - Agency Theory of Family business - The stewardship perspective of family business			
	4				
	5	The role of Genograms and family messages to understand the family system.			
	6	Family emotional intelligence - The ECI-U Model.			
II		Ownership Challenges and Family Governance	12		18
	7	Shareholder Priorities – Managers vs Owners			
	8	Responsibilities of shareholders to the company - Effective			
		Governance of the shareholder - firm relationship			
	9	Family Governance: Structure, Challenges to family			
		governance.			

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

	10	Managing the challenges of succession			
	11	Enterprise Sustainability: Twelve elements of strategic –fit			
		and its implications on family firms.			
III		Successor Development	12		18
	12	Characteristics of next-generation leaders			
	13	Next-generation attributes interests and abilities for			
		responsible leadership.			
	14	Next-generation personalities- managing interdependence.			
	15	CEO as an architect of succession and continuity - Types of			
		CEO Spouse and the transfer of power.			
	16	New Leaders of the Evolution - Three states of evolution			
IV	Str	ategic Planning and Transgenerational Entrepreneurship			
	17	Life cycle stages influencing family business strategy			
	18	Turning core competencies into competitive advantage.			
	19	The unique vision of family-controlled businesses.	12		18
	20	Strategic regeneration.			
	21	The Business Rejuvenation matrix.			
	22	Intrapreneurship.			
V		Open Ended Module	12	10	
		• Family Business Case Studies: Assign case studies			
		of real family businesses, both successful and			
		struggling. Have students analyze these cases,			
		identifying challenges related to succession,			
		governance, strategic planning, and leadership			
		• Successor Development Workshop: Conduct			
		workshops focused on successor development and			
		leadership training. Invite leadership development			
		coaches or consultants to facilitate interactive sessions			
		on leadership skills, emotional intelligence, and			
		intergenerational communication.			
		• Family Business Simulation Game: Develop a			
		family business simulation game where students play			
		the role of family members and executives within a			
		fictional family-owned enterprise.			
		Guest Speaker Series: Invite guest speakers from			
		diverse backgrounds, including family business			
		owners, industry leaders, and academic experts. Have			
		speakers share their experiences, insights, and lessons			
		learned in managing and leading family-owned			
		enterprises. Allow students to engage with speakers			
		through Q&A sessions and discussions, gaining			
		valuable perspectives on various aspects of family			
		business management.			
		• Networking and Mentorship Events: Facilitate			
		networking and Mentorship Events. Facilitate networking events and mentorship opportunities for			
		students interested in family business management.			
		Connect students with alumni, industry professionals,			
		and family business owners for mentorship, advice,			
	<u> </u>	and career opportunities.			

Mapping of COs with PSOs and POs:

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	2	1	2	2	2	2	1	2	1	3
CO 2	3	3	2	3	2	3	1	2	2	1	3
CO 3	3	3	2	3	2	2	1	1	2	2	3
CO 4	2	2	2	2	2	1	2	1	1	2	2
CO 5	3	2	2	3	2	3	2	2	1	2	3
CO 6	2	2	3	2	2	3	1	1	2	2	2

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
- b. Open book test
- c. Laboratory report
- d. Problem based assignments
- e. Individual project report
- f. Case study report
- g. Team project report
- h. Literature survey
- i. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva

- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial work
- h. Home assignments
- i. Self and peer Assessments
- j. Oral presentations
- k. Observation of practical skills

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Programme	BBA							
Course Code								
Course Title	Course Title Entrepreneurial Venture Planning and Communication Strategy							
Type of Course	(Elective Cour	rse 3) Group '	7 - Entrepren	eurship				
Semester	6							
Academic Level	300-399							
Course Details	Credit	Lecture per week	Tutorial per week	Practicum per week	Total Hours			
	4	4	-	1	60			
Pre-requisites								
Course	This course pro	ovides a compr	ehensive over	view of entrep	reneurship and			
Summary	new venture m	new venture management, focusing on the process of venture planning,						
	analysis, and co	ommunication	strategies esse	ential for startu	p success.			

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Provide knowledge on the basic concepts and terms related to business plan development, feasibility analysis, opportunity recognition, and stakeholder communication.	U	Categoryn	Instructor- created exams / Quiz
CO2	Develop a comprehensive business plan for a new venture. Also execute and review the business plan effectively using frameworks like VMOSA and Lean Startup.	Ap	P	Practical Assignment / Observation of Practical Skills
CO3	Apply strategic planning tools such as SWOT, PESTEL, and Porter's Five Forces for industry and market analysis	Ap	Р	Seminar Presentation / Group Tutorial Work
CO4	To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively.	U	С	Instructor- created exams / Home Assignments
CO5	Apply techniques for improving the creative process and fostering	Ap	Р	One Minute Reflection

	innovation in startup			Writing
	environments.			assignments
CO6	Conduct risk analysis for new	Ap	P	Viva Voce
	ventures and develop strategies			
	for risk mitigation. Formulate and			
	implement strategies to position			
	the venture successfully in the			
	market.			

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

Module	Unit	Content	Hrs	Internal	External
I		Introduction to Venture Dlenning	(60) 12	(30)	(70) 16
1	1	Introduction to Venture Planning	14	20	10
	1	Business Plan and Execution, Review Business Plan, VMOSA.			
	2	The Scope of Entrepreneurship Research			
	3	New Venture options – New business, buy an existing venture, franchisee, Lean Start-up, assessing entrepreneurial behaviour, starting a new venture as a corporate entrepreneur.			
	4	Steps to develop startup's corporate culture			
	5	Organizational Development in startups.			
II		New venture Analysis	12		18
	6	Concept Planning, Feasibility Analysis, Planning the launch of venture, Designing the business.			
	7	SWOT, PESTEL, Formulating strategy, Industry and			
	,	market analysis, Porter's five forces, potential strategies to			
		position venture successfully.			
	8	Opportunity creation and recognition, Feasibility Analysis,			
		Risk analysis, Lean start-up strategy, strategies for			
		achieving/sustaining competitive advantage.			
	9	Tools for identifying resource requirements and building			
		capabilities, Designing the business model for competitive			
		advantage, strategic partnerships, Resource building.			
	10	Business idea, Opportunity Recognition, Product Planning			
		and Development Process, Establishing Evaluation Criteria,			
		Idea Stage, Concept Stage, Product Stage, Test Marketing			
		Stage,			
	11	Creativity, Innovation and entrepreneurship, Techniques for			
		improving the creative process, Corporate Entrepreneurship,			
777	re-u	Intrapreneurial leadership characteristics.	10		10
III	11	he Startups identity: Winning Startup Communication	12		18
	12	Strategy Elevator Pitches for make-it-or-break-it meetings,			
	12	Dievator ruches for make-it-or-oreak-it meetings,			

^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

		D ' ' 1 1 4 ' 1 C C1 4			
		Reviewing sample elevator pitches of successful startups			
	13	Practical exercise on how to write an effective elevator			
		pitch.			
	14	Professional persona pitch: Building your professional			
		persona, Creating a unique and authentic elevator pitch.			
	15	Perfecting pitch. How write an official resume for business			
		plan and other communication materials. The resume			
		snapshot should briefly describe the venture, then highlight			
		elements of the entrepreneur's background that support the			
		venture and enhance his/her credibility.			
	16	Mission Statement and Vision Statement Defining process.			
IV		Stakeholders Communication Analysis and Planning	12		18
	17	Brand Messaging for Early-stage Startups, Developing			
		initial brand strategy, case studies of successful and failed			
		startups.			
	18	Customer segments, competitors, and community			
		stakeholders might shape communication strategy. Findings			
		must be based on research, with no generalizations or			
		stereotypes.			
	19	Target Customer Research: Analysing target customers,			
		how do target customers communicate? What media target			
		customers primarily consume? Who influences target			
		customers? How they communicate (i.e., the language they			
		prefer in writing or speaking).			
	20	Rationale for selecting target segment(s). How tell a story			
		that resonates with your target audience.			
	21	Employer Brand Management: attract the right employees,			
		interns			
	22	Competing Brands Analysis: Identifying top five			
		competitors, direct or indirect, and conducting in-depth			
	20	analysis.			
	23	Evaluating competitors branding communication, What			
		media and messages they use.		4.0	
V		Open Ended Module	12	10	
		• Startup Simulation Game: Divide students into			
		teams and have them simulate the process of			
		launching a startup. Provide each team with a			
		hypothetical business scenario and challenge them to			
		develop a business plan, execute strategies, and			
		navigate various obstacles. Encourage creativity,			
		critical thinking, and collaboration as teams compete			
		to build successful ventures.			
		• Case Study Analysis: Assign case studies of real-			
		world startups, both successful and failed. Have			
		students analyze these cases using frameworks			
		learned in the course, such as SWOT analysis,			
		Porter's Five Forces, and business model canvas.			
		Facilitate discussions on lessons learned, key			
		success factors, and areas for improvement.			

- Venture Pitch Competition: Organize a venture pitch competition where students pitch their business ideas to a panel of judges, consisting of industry experts, investors, or faculty members. Encourage students to develop compelling elevator pitches and presentation decks that effectively communicate their venture concepts, value propositions, and growth strategies.
- Industry Immersion Experience: Arrange industry visits or guest lectures by successful entrepreneurs, startup founders, or industry professionals. Provide students with firsthand exposure to entrepreneurial environments, allowing them to learn from real-world experiences, network with industry leaders, and gain insights into emerging trends and opportunities.
- Entrepreneurial Leadership Seminar Series: Invite successful entrepreneurs, industry leaders, and startup mentors to deliver seminars or workshops on entrepreneurial leadership, innovation, and business growth strategies. Encourage students to engage with guest speakers through Q&A sessions, panel discussions, and networking opportunities, allowing them to gain valuable insights and mentorship.
- Startup Accelerator Programme: Launch a startup accelerator programme within the course, offering mentorship, resources, and support to student-led startup teams. Provide access to co-working spaces, funding opportunities, and expert guidance to help teams accelerate their venture development process. Encourage regular progress updates, milestone reviews, and peer collaboration to foster a dynamic and supportive entrepreneurial ecosystem.

Mapping of COs with PSOs and POs:

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	2	1	2	2	2	2	1	2	1	3
CO 2	3	3	2	3	2	3	1	2	2	1	3
CO 3	3	3	2	3	2	2	1	1	2	2	3

CO 4	2	2	2	2	2	1	2	1	1	2	2
CO 5	3	2	2	3	2	3	2	2	1	2	3
CO 6	2	2	3	2	2	3	1	1	2	2	2

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
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3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

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- i. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial work
- h. Home assignments
- i. Self and peer Assessments
- j. Oral presentations
- k. Observation of practical skills

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Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.] 1 http://164.100.133.129:81/econtent/Uploads/Entrepreneurship_Development.pdf

2 https://www.mooc-list.com/course/essentials-entrepreneurship-thinking-action-coursera

Programme	BBA								
Course Code									
Course Title	Social Entrepr	Social Entrepreneurship							
Type of Course	(Elective Cour	se 4) Group '	7 - Entrepren	eurship					
Semester	6								
Academic Level	300-399								
Course Details	Credit	Lecture per	Tutorial	Practicum	Total Hours				
		week	per week	per week					
	4	4	1		60				
Pre-requisites									
Course	The course furt	her examines	the analysis of	f social issues,	the concept of				
Summary	social enterpri	se, and the	psychology	of social en	trepreneurship,				
	focusing on	-			-				
		responsibility and government funding. Additionally, it explores the							
	sustainability a			social enterpri	ises, including				
	funding strategi	ies and measur	rement tools.						

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Gain insights into the origins and historical development of entrepreneurship, including its evolution into social entrepreneurship.	U	C	Instructor- created exams / Quiz
CO2	Develop the ability to recognize and address societal problems through entrepreneurial approaches.	Ap	Р	Practical Assignment / Observation of Practical Skills
CO3	Explore the role of stakeholders, including investors, in supporting social enterprises, and the synergy between corporate social responsibility and government funding.	Ap	Р	Seminar Presentation / Group Tutorial Work
CO4	Understand the structure and dynamics of social enterprise business models, including funding sources. Learn about funding mechanisms and strategies for financial sustainability in social enterprises. Familiarize with tools and methodologies for measuring the impact and effectiveness of social enterprises.	U	С	Instructor- created exams / Home Assignments
CO5	Analyze the leadership	Ap	P	One Minute

	characteristics and psychological traits essential for social entrepreneurs and assess the compatibility of social change with efficient enterprise management.			Reflection Writing assignments
CO6	To be able to solve social problems through entrepreneurship.	Ap	Р	Viva Voce

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

Module	Unit	Content	Hrs	Internal	External
			(60)	(30)	(70)
I		History and theories of Entrepreneurship	12	20	16
	1	What are the origins of entrepreneurship?			
	2	Exploring the Entrepreneurship Theories			
	3	The evolution of Social Entrepreneurship.			
	4	The need to solve societal problems through entrepreneurship			
	5	Why Charity is not always a solution, and the resources at the			
		bottom of the pyramid			
II		Analysing and Dissecting social issues	12		18
	6	Before exploring with the entrepreneurial mindset, it is			
		important to understand the social cost of the problem at hand			
	7	Why does the problem exist in the first place? What is the			
		root cause of the problem and what is currently being done to			
		resolve it?			
	8	Multiple case studies will be looked with the intent of			
		looking at both current solutions which may be working or			
		falling short			
	9	Most importantly it will be important to find out what is			
		working and what is not and why?			
III		Concept of Social Enterprise	12		18
	10	Social entrepreneurs look to create change. How do go about			
		doing this?			
	11	How does a business model look for a social enterprise?			
	12	Who invests in a social enterprise?			
	13	How does Corporate Social Responsibility and Government			
		Funding go hand in hand with Social enterprise.			
	14	Psychology of a Social Entrepreneur -Leadership			
	15	What are the characteristics of social entrepreneurs'			
		leadership? What are the traits of a social entrepreneurship?			
	16	Are social change and entrepreneurship at odds with each			
		other? Can a social change initiative be run like an efficient			
		enterprise?			

^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

IV	Im	pact of Innovation and sustainability of a social enterprise	12		18
	17	How are social entrepreneurs funding their enterprises?			
	18	How is the enterprise sustaining itself financially?			
	19	Which tools are available to measure the impact and			
		effectiveness of social enterprises?			
	20	Social entrepreneurs are innovators who create change.			
	21	How do they create and spread this innovation and change?			
	22	Differences between a social enterprise and another			
		enterprise.			
V		Open Ended Module			
		• Debate Forum: Organize a debate on the	12	10	
		effectiveness of charity versus entrepreneurship in			
		addressing societal problems. Students can research			
		and argue from different perspectives, promoting			
		critical thinking and argumentation skills.			
		• Entrepreneurship Theory Critique: Assign students			
		to critically analyze and present different			
		entrepreneurship theories, discussing their			
		applicability and limitations in the context of social			
		entrepreneurship.			
		Case Study Analysis: Provide case studies of social			
		issues and ask students to conduct in-depth analyses,			
		identifying root causes, current interventions, and			
		potential solutions. Encourage them to propose			
		innovative approaches.			
		• Social Enterprise Business Plan Competition:			
		Organize a competition where students develop			
		comprehensive business plans for social enterprises			
		addressing real-world challenges. Invite professionals			
		to judge and provide feedback.			
		Guest Speaker Series: Invite successful social Anti-property investors and policymology to shore			
		entrepreneurs, investors, and policymakers to share			
		their experiences and insights with students.			
		Encourage interactive discussions and Q&A sessions.			
		• Field Trip to Social Enterprises: Arrange visits to			
		local social enterprises, allowing students to observe			
		their operations, interact with staff, and gain practical			
		insights into running a social enterprise.			
		• Funding Strategy Simulation: Divide students into			
		groups and assign them different scenarios of funding			
		challenges faced by social enterprises. Have them			
		develop and present strategies for overcoming these			
		challenges.			

Mapping of COs with PSOs and POs:

									1		
	DCO1	DCO2	DCO2	PSO4	DO1	DO2	DO2	DOA	DO5	DO6	DO7
	PSOI	P302	P3O3	P3O4	POI	POZ	PUS	PO4	POS	POO	PO/

CO 1	3	2	1	2	2	2	2	1	2	1	3
CO 2	3	3	2	3	2	3	1	2	2	1	3
CO 3	3	3	2	3	2	2	1	1	2	2	3
CO 4	2	2	2	2	2	1	2	1	1	2	2
CO 5	3	2	2	3	2	3	2	2	1	2	3
CO 6	2	2	3	2	2	3	1	1	2	2	2

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
- b. Open book test
- c. Laboratory report
- d. Problem based assignments
- e. Individual project report
- f. Case study report
- g. Team project report
- h. Literature survey
- i. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial work

- h. Home assignments
- i. Self and peer Assessments
- j. Oral presentations
- k. Observation of practical skills

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Elective Courses with No Specialisation

Programme	BBA				
Course Code					
Course Title	Advance Hum	an Resource I	Management		
Type of Course	Elective				
Semester	7				
Academic Level	400-499				
Course Details	Credit	Lecture per	Tutorial	Practicum	Total Hours
		week	per week	per week	
	4	3	-	2	75
Pre-requisites					
Course	The course air	ns at fostering	g diverse and	inclusive tale	nt by aligning
Summary	talent acquisiti	ion and HR	practices wit	h organization	nal goals and
	strategies. It ai	vantage, harne	essing HR ana	alytics and oth	er technology-
	driven tools. E responsibilities.				
	tendencies and				•
	accommodate			_	•
	expected to futi				

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Apply basic international marketing theories and concepts to understand the global marketing environment.	U	С	Instructor- created exams / Quiz
CO2	Undertake strategic business analysis in order to develop appropriate international marketing decisions and policies to suite the dynamic environment.	Ap	P	Practical Assignment / Observation of Practical Skills
CO3	Identify, analyze, and evaluate data, information, and evidence related to international business opportunities and threats relevant	Ap	Р	Seminar Presentation / Group Tutorial Work

	in the current world.			
CO4	To recognize and familiarize the official/legal formalities in executing an effective marketing campaign globally.	U	С	Instructor- created exams / Home Assignments
CO5	Recognize and evaluate the regional environment elements and form effective marketing mix strategies accordingly	U	С	One Minute Reflection Writing assignments

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

Module	Unit	Content	Hrs	Internal	External
			(75)	(30)	(70)
I		Overview of Strategic Human Resource Management	11	10	16
	1	Meaning, Definition, and Importance of Strategic			
		Human Resource Management			
	2	Aligning HR with Organisational Strategy			
	3	Human Resource Environment: Impact of			
		Globalization on HRM			
	4	Workforce Diversity, Demographic Changes, Global			
		Environment, Changed Role of HR in Organizations			
	5	Development & delivery of HR strategies, Challenges			
		in Strategic Human Resource Management			
	6	Human Resource Information System			
	7	Impact of Strategic HRM,			
	8	SHRM for Competitive Advantage			
	9	Strategic Workforce Planning: Concept and Objectives,			
		Succession Planning,			
	10	Diversity and Inclusion Planning, Employee Retention			
		Strategies, Skill Gap Analysis			
	11	Integrating Ethical considerations into HR policies and			
		practices,			
II		Career Management	11		18
	12	Career Planning and Career Development, Agile			
		Career Development			
	13	Career Management in a Gig Economy, Data Driven			
		Career Insights, Career Pathing and Lattice Structures			
	14	Career Management for Remote and Hybrid			
		Workforce, Strategies for managing a multi-			
		generational work force			
	15	Strategic Employer Branding for Career Attraction			
III		Global HRM	11		18

^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

	16	Definition of International HRM, Difference between International and Domestic HRM			
	16	Organizational Structure in MNC's, International Staffing,	-		
	17	Role of Expatriates and Non-Expatriates	_		
	18	Expatriation and Repatriation			
IV		Accounting and Audit and Change Management	12		18
1	19	Human Resource Accounting and Audit, Scorecard	1		10
		and			
		Report			
	20	Change Management, Organisational Change,			
		Necessity for change, Classification of change			
	21	Kurt Lewin Three Stage Model and Force Field			
		Analysis, Systems Theory, 7 Stage Models, Barke-			
	22	Litwin Model, Parras Robbortson	1		
	22	Change Agent, Roel & Skills of a Change Agent, HR			
		Role as Change Agent, Resistance to Change and Minimizing Resistance			
V		Practicum	30	20	
1	HR St	rategy Development Workshops: Students are divided	30	20	
1	IIIV DI	rategy Development Workshops. Students are divided			
		ams and given a scenario involving a company facing			
	into te	ams and given a scenario involving a company facing c HR-related challenges. Each team will develop an HR			
	into te specifi	c HR-related challenges. Each team will develop an HR			
	into te specifi strateg	c HR-related challenges. Each team will develop an HR y that addresses these challenges, focusing on aspects			
	into te specifi strateg such	c HR-related challenges. Each team will develop an HR y that addresses these challenges, focusing on aspects as talent management, diversity and inclusion, and			
	into te specifi strateg such employ	c HR-related challenges. Each team will develop an HR y that addresses these challenges, focusing on aspects as talent management, diversity and inclusion, and yee engagement. Teams present their strategies to the			
2	into te specifi strateg such employ class, f	c HR-related challenges. Each team will develop an HR y that addresses these challenges, focusing on aspects as talent management, diversity and inclusion, and			
2	into te specifi strateg such employ class, f	c HR-related challenges. Each team will develop an HR y that addresses these challenges, focusing on aspects as talent management, diversity and inclusion, and yee engagement. Teams present their strategies to the followed by a constructive critique session.			
2	into te specifi strateg such employ class, f Interact detaile	c HR-related challenges. Each team will develop an HR y that addresses these challenges, focusing on aspects as talent management, diversity and inclusion, and yee engagement. Teams present their strategies to the followed by a constructive critique session.			
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2	into te specifi strateg such employ class, f Interac detaile issues. alignm	c HR-related challenges. Each team will develop an HR y that addresses these challenges, focusing on aspects as talent management, diversity and inclusion, and yee engagement. Teams present their strategies to the followed by a constructive critique session. Service Case Studies: Students work in groups to analyse d case studies of organizations facing complex HR. They must propose solutions, considering strategic	-		
	into te specifi strateg such employ class, f Interac detaile issues. alignm Presen session	c HR-related challenges. Each team will develop an HR y that addresses these challenges, focusing on aspects as talent management, diversity and inclusion, and yee engagement. Teams present their strategies to the followed by a constructive critique session. Service Case Studies: Students work in groups to analyse d case studies of organizations facing complex HR. They must propose solutions, considering strategic tent, stakeholder impact, and long-term sustainability. Itations are made to the class, followed by feedback its.			
2	into te specifi strateg such a employ class, f Interact detaile issues. alignm Presen session HRM	c HR-related challenges. Each team will develop an HR y that addresses these challenges, focusing on aspects as talent management, diversity and inclusion, and yee engagement. Teams present their strategies to the followed by a constructive critique session. Tive Case Studies: Students work in groups to analyse d case studies of organizations facing complex HR. They must propose solutions, considering strategic tent, stakeholder impact, and long-term sustainability. Itations are made to the class, followed by feedback as. Innovation Lab: Create an "innovation lab" where			
	into te specifi strateg such employ class, f Interact detaile issues. alignm Presen session HRM studen	c HR-related challenges. Each team will develop an HR y that addresses these challenges, focusing on aspects as talent management, diversity and inclusion, and yee engagement. Teams present their strategies to the followed by a constructive critique session. Strive Case Studies: Students work in groups to analyse d case studies of organizations facing complex HR. They must propose solutions, considering strategic tent, stakeholder impact, and long-term sustainability. Itations are made to the class, followed by feedback in its ideate and develop innovative HR solutions, such as			
	into te specifi strateg such employ class, i Interact detaile issues. alignm Presen session HRM studen new	c HR-related challenges. Each team will develop an HR y that addresses these challenges, focusing on aspects as talent management, diversity and inclusion, and yee engagement. Teams present their strategies to the followed by a constructive critique session. Service Case Studies: Students work in groups to analyse d case studies of organizations facing complex HR. They must propose solutions, considering strategic tent, stakeholder impact, and long-term sustainability. Itations are made to the class, followed by feedback as. Innovation Lab: Create an "innovation lab" where its ideate and develop innovative HR solutions, such as employee wellness programs, technology-driven			
3	into te specifi strateg such employ class, f Interact detaile issues. alignm Presen session HRM studen new recruit	c HR-related challenges. Each team will develop an HR y that addresses these challenges, focusing on aspects as talent management, diversity and inclusion, and yee engagement. Teams present their strategies to the followed by a constructive critique session. Tive Case Studies: Students work in groups to analyse d case studies of organizations facing complex HR. They must propose solutions, considering strategic tent, stakeholder impact, and long-term sustainability. Itations are made to the class, followed by feedback in the class. Innovation Lab: Create an "innovation lab" where its ideate and develop innovative HR solutions, such as employee wellness programs, technology-driven ment tools, or creative benefits packages.			
	into te specifi strateg such a employ class, f Interact detaile issues. alignm Presen session HRM studen new recruit Leader	c HR-related challenges. Each team will develop an HR y that addresses these challenges, focusing on aspects as talent management, diversity and inclusion, and yee engagement. Teams present their strategies to the followed by a constructive critique session. Tive Case Studies: Students work in groups to analyse d case studies of organizations facing complex HR. They must propose solutions, considering strategic tent, stakeholder impact, and long-term sustainability. Itations are made to the class, followed by feedback as. Innovation Lab: Create an "innovation lab" where its ideate and develop innovative HR solutions, such as employee wellness programs, technology-driven ment tools, or creative benefits packages. Teship and Management Role-Play: Role-playing exercises			
3	into te specifi strateg such employ class, f Interac detaile issues. alignm Presen session HRM studen new recruit Leader where	c HR-related challenges. Each team will develop an HR y that addresses these challenges, focusing on aspects as talent management, diversity and inclusion, and yee engagement. Teams present their strategies to the followed by a constructive critique session. Service Case Studies: Students work in groups to analyse d case studies of organizations facing complex HR. They must propose solutions, considering strategic tent, stakeholder impact, and long-term sustainability. Itations are made to the class, followed by feedback ins. Innovation Lab: Create an "innovation lab" where its ideate and develop innovative HR solutions, such as employee wellness programs, technology-driven ment tools, or creative benefits packages. Ship and Management Role-Play: Role-playing exercises students assume the roles of HR professionals,			
3	into te specifi strateg such employ class, i Interact detaile issues. alignm Presen session HRM studen new recruit Leader where manag	c HR-related challenges. Each team will develop an HR y that addresses these challenges, focusing on aspects as talent management, diversity and inclusion, and yee engagement. Teams present their strategies to the followed by a constructive critique session. Tive Case Studies: Students work in groups to analyse d case studies of organizations facing complex HR. They must propose solutions, considering strategic tent, stakeholder impact, and long-term sustainability. Itations are made to the class, followed by feedback as. Innovation Lab: Create an "innovation lab" where its ideate and develop innovative HR solutions, such as employee wellness programs, technology-driven ment tools, or creative benefits packages. Teship and Management Role-Play: Role-playing exercises			

Mapping of COs with PSOs and POs:

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	2	2	2	3	3	1	2	1	2	1	3
CO 2	2	3	2	3	3	2	2	2	2	2	3

CO 3	3	3	3	3	2	3	3	3	2	2	3
CO 4	3	3	3	3	1	3	3	3	3	3	2
CO 5	3	3	3	3	1	3	3	2	3	3	3

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
- b. Open book test
- c. Problem based assignments
- d. Individual project report
- e. Case study report
- f. Team project report
- g. Literature survey
- h. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial work
- h. Home assignments
- i. Self and peer Assessments
- i. Oral presentations
- k. Observation of practical skills

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Programme	BBA								
Course Code									
Course Title	International I	Finance							
Type of Course	Elective	Elective							
Semester	7								
Academic Level	400-499								
Course Details	Credit	Lecture per	Tutorial	Practical	Total Hours				
		week	per week	per week					
	4	3	-	2	75				
Pre-requisites									
Course	To familiarize	students with t	he distinct eco	onomic elemen	ts that provide				
Summary	challenges to a	financial man	ager in an inte	ernational setti	ng and to give				
	them a concept	tual foundation	n for understa	inding how fin	ancial choices				
	are made in a m	nultinational co	orporation.						

CO	CO Statement	Cognitive	Knowledge	Evaluation
		Level*	Category#	Tools used
CO1	The function of significant financial	U	C	Instructor-
	organisations in the international capital			created exams
	and foreign exchange markets, as well as			/ Quiz
	the global economic system			
CO2	Use the knowledge of foreign exchange	Ap	P	Practical
	hedging to recognise and control the			Assignment /
	foreign exchange risks that multinational			Observation
	corporations face.			of Practical
				Skills
CO3	Essential functions of instruments and	Ap	P	Seminar
	tactics used in the foreign exchange	-		Presentation /
	market			Group
				Tutorial Work
CO4	Learn about the global monetary system	U	C	Instructor-
				created exams
				/ Home
				Assignments
CO5	The present state of developing emerging	Ap	P	One Minute
	markets is examined, along with the			Reflection
	hazards and opportunities that lie ahead			Writing

	for global financial operations such as forex and financial flows.			assignments
CO6	A framework for effective decision-making in all pertinent financial and functional areas in a globally competitive economy.	Ар	Р	Viva Voce

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

Module	Unit	Content	Hrs		External
			(75)	(30)	(70)
I		Introduction to International Finance	11	10	16
	1	Financial Globalization – Gold Standard, Bretton Woods			
		System			
	2	Exchange Rate Regimes, Fixed and Floating Exchange Rates.			
	3	Balance of Payments, Preparation of BOP Statement			
	4	Link between BOP and the Economy.			
II		Foreign Exchange and Exposure Management	12		18
	5	Exchange Rate Mechanism: Exchange Rate Quotations, Direct			
		and Indirect quotes,			
	6	Bid and Ask quote, Nominal, Real and Effective Exchange			
		Rates,			
	7	Foreign Exchange Market: Major Participants			
	8	Spot Market: Currency Arbitrage: Forward Market, Arbitrage			
		in Forward Market			
	9	Market for Currency Futures: Forward and Futures Contracts,			
		Hedging in Currency Futures Market			
	10	Market for Currency Options: Types of Option Market, Types			
		of Options, Option pricing, Hedging with Currency Options.			
III		Management of Foreign Exchange and Risk	11		18
	11	Types of Exposure, Foreign Currency Exposure.			
	12	Economic Exposure, Operation exposure.			
	13	Interest rate exposure			
	14	Theories			
	15	Purchase Power Parity			
	16	Interest Rate Parity			
	17	International Fisher Effect			
	18	Foreign Direct Investment			
	19	Mode of Investment]	
IV		Cross Border Investment & Finance Decisions	11		18
	20	Cost Benefits of Foreign Direct Investment			
	21	Strategies for FDI			

^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

	22	International Financial market Instruments: International			
		Equities, International Bonds, Short Term and Medium-Term			
		Instruments			
	23	Financial Swaps: Meaning, Interest rate Swap and Hedging,			
		Currency			
		Swap			
	24	Management of Interest Rate Risk.			
V	<u> </u>	Practicum	30	20	
		• International Financial News Analysis: Students			
		subscribe to international financial news sources.			
		Weekly, they select an article related to international			
		finance, summarize it, and present their analysis on its			
		implications for global markets, economies, or specific			
		sectors. This activity fosters awareness of global			
		financial events and their interconnectedness.			
		• International Finance Debate: Host debates on hot			
		topics such as the impact of cryptocurrency on global			
		financial systems, the role of international financial institutions in economic development, or the			
		institutions in economic development, or the effectiveness of global financial regulations.			
		• Students select a global financial crisis (e.g., the 2008			
		financial crisis, the European debt crisis) to research.			
		They'll explore the origins, key players, government and			
		international responses, and the aftermath. Findings are			
		shared in a comprehensive presentation or report,			
		highlighting lessons learned and implications for future			
		financial stability.			
		Sustainable and Ethical Finance Project: Students			
		research and develop a financial product or strategy that			
		supports sustainable development goals (SDGs) or			
		ethical business practices. This could involve			
		sustainable bonds, impact investing, or ESG (Environmental, Social, and Governance) criteria in			
		investment decisions. The project includes a			
		presentation of their product/strategy, its potential			
		impact, and the business case.			
	1			1	1

Mapping of COs with PSOs and POs:

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	3	2	3	2	2	2	1	2	1	2
CO 2	3	2	2	2	2	3	1	2	2	1	3

CO 3	3	3	2	3	2	2	1	1	2	2	2
CO 4	3	2	3	2	2	1	2	1	1	2	1
CO 5	3	3	2	3	2	3	2	2	1	2	3
CO 6	3	2	3	3	2	3	1	1	2	2	3

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
- b. Open book test
- c. Laboratory report
- d. Problem based assignments
- e. Individual project report
- f. Case study report
- g. Team project report
- h. Literature survey
- i. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial work
- h. Home assignments
- i. Self and peer Assessments
- j. Oral presentations
- k. Observation of practical skills

REFERENCES

- 1. Apte, P.G. (2008). International financial management. Tata McGraw Hills Publications.
- 2. Levi, M.D. (Year). International finance: The markets and financial management of multinational business. Tata McGraw Hills Publications.
- 3. Shapiro, A.C. (2008). Multinational financial management. Wiley India Pvt Ltd.
- 4. Sharan, V. (Year). International financial management. HI Learning Private Limited.
- 5. Siddaiah, T. (2009). International financial management. Pearson.

Programme	BBA							
Course Code								
Course Title	International 1	Marketing						
Type of Course	Elective							
Semester	7							
Academic Level	400-499							
Course Details	Credit	Lecture per	Tutorial	Practicum	Total Hours			
		week	per week	per week				
	4	3	-	2	75			
Pre-requisites								
Course	The objective							
Summary	concept of inte	ernational mar	keting, its sc	ope and the p	peculiarities of			
	global marketii	ng environmen	t. Moreover, t	he students ge	t knowledge in			
	international m	_	-		-			
	scenario all bu	siness concern	s whether big	or small seek	Global market			
	for their produc		*		1			
	appropriate int	ernational mar	keting decision	ons and policion	es to suite the			
	dynamic enviro	nment.						

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Apply basic international marketing theories and concepts to understand the global marketing environment.	U	C	Instructor- created exams / Quiz
CO2	Undertake strategic business analysis in order to develop appropriate international marketing decisions and policies to suite the dynamic environment.	Ap	P	Practical Assignment / Observation of Practical Skills
CO3	Identify, analyze, and evaluate	Ap	P	Seminar

	data, information, and evidence related to international business opportunities and threats relevant in the current world.			Presentation / Group Tutorial Work
CO4	To recognize and familiarize the official/legal formalities in executing an effective marketing campaign globally.	U	С	Instructor- created exams / Home Assignments
CO5	Recognize and evaluate the regional environment elements and form effective marketing mix strategies accordingly	U	С	One Minute Reflection Writing assignments

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

Module	Unit	Content	Hrs	Internal	External
			(75)	(30)	(70)
I		Introduction to Global Trade & Marketing	11	10	16
	1	Rationality of International Trade, Why do countries			
		Trade?			
	2				
	Advantage				
	3	Č			
		Scope of International Market			
	4	Principles of International Marketing, Domestic			
		Marketing V/s International Marketing			
	5	Forces Affecting Global Integration and Global			
		Marketing			
	6	Challenges of International Marketing, The Dynamics			
		of International Market			
II		Global Marketing Environment	11		18
	7	Cultural Environment: Elements of Culture, Cultural			
		Analysis, Making culture work for global marketing			
		success			
	8	Economic Environment: Economic Characteristics of			
		Global Market			
	9	Regional Economic Integration & Models of			
	Integration, Emerging and Developing Markets				
	10 Political & Legal Environment: Implications of				
	Embargo, Sanctions, Export & Import Controls				
	11 Political Risks, Legal Restraints, Intellectual Property				
		in International Marketing.			
	12	Technological Environment: Role of Technology in			

^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

		Global Marketing Success			
	13	Technological Advancements in Transportation,			
	13	Communication and R&D, Artificial Intelligence in			
		Marketing.			
III		International Market Entry & Development	12		18
	14	Basics of Market Entry Strategies: Exporting,			
		Contractual Agreements including Licensing,			
		Franchising, Joint Ventures, Strategic Alliances,			
		Wholly-owned Subsidiaries, Direct Investment			
	15	International Segmentation and Positioning,			
		International Branding Strategies			
	16	Introduction to International Marketing Mix			
	17	Global Product Management: Standardization vs.			
		Differentiation			
	18	Product Planning and Development - Marketing			
		Industrial Products and Services Globally			
	19	Pricing for International Markets: Global Pricing			
		Objectives and Strategies			
	20	Environmental Influences on Pricing Decisions			
		Global Pricing: Three Policy Alternatives Gray			
		Market Goods, Dumping, Price Fixing, Transfer			
		Pricing and Countertrade			
IV		Global Logistics & Promotion Strategies	11		18
	21	Global Logistics Management: International			
		Distribution Systems, Challenges in Global			
		Distribution, Basics of Logistics Documentation			
	22	Global Advertising and Promotional strategies			
	23	Sales Management - Developing Marketing Strategies			
▼7		and Programmes for International Markets	20	20	
V	T4	Practicum	30	20	
		tional Marketing Plan Competition: Students work in			
		to create a marketing plan for a product or service of hoice in a foreign market. The plan should include			
	market	analysis, segmentation, targeting, positioning, ing mix, and financial projections. Teams present their			
		o a panel of judges (faculty or industry professionals),			
	-	be best plan is awarded.			
		International Market Visits: Utilize virtual reality (VR)			
		ne platforms to simulate visits to international markets.			
		ts can explore marketplaces, retail environments, and			
		ner behaviours in different countries. Post-visit, they			
		their observations and how they impact marketing			
	strateg	· · · · · · · · · · · · · · · · · · ·			
		al Sensitivity Workshop: Students select a brand and			
		p a digital marketing campaign that includes social			
		SEO, content marketing, and online advertising.			

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	2	2	2	3	3	1	2	1	2	1	2
CO 2	2	3	2	3	3	2	2	2	2	2	3
CO 3	3	3	3	3	2	3	3	3	2	2	2
CO 4	3	3	3	3	1	3	3	3	3	3	1
CO 5	3	3	3	3	1	3	3	2	3	3	3

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

$Mode\ of\ Assessment-CCA\ (Continuous\ Comprehensive\ Assessment)\ \textbf{-}$

Summative Assessment (SA)

- a. Written test
- b. Open book test
- c. Problem based assignments
- d. Individual project report
- e. Case study report
- f. Team project report
- g. Literature survey
- h. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial work
- h. Home assignments
- i. Self and peer Assessments

- i. Oral presentations
- k. Observation of practical skills

REFERENCES

- 1. Czinkota, M., & Ronkainen, I. (2013). International marketing (10th ed.). Cengage Learning.
- 2. Ghauri, P., & Cateora, P. (2013). International Marketing. (4th ed.) McGraw-Hill Higher Education
- 3. Brady, D. L. 2014. Essentials of International Marketing
- 4. Srinivasan, R. (2015). International marketing. Prentice Hall India.
- 5. Dutta, G. 2016. Global Marketing. India Pearson Education India.
- 6. Keegan, W.J., & Green, M.C. (2019). Global marketing. Prentice Hall.
- 7. W. J. Kegan., & M. C. Green. (2013). Global Marketing. Global Edition. Seventh Edition. Pearson Prentice Hall
- 8. Varshney& Bhattacharya: International marketing management, Sultan Chand & Sons, Edition 9th ,2017,13 Edition

SUGGESTED READINGS

- 1. "The Role of Digital Marketing in International Business: Emerging Trends and Challenges" Journal of International Marketing
- 2. "Market Entry Strategies and Emerging Markets: A Case Study Analysis" International Business Review
- 3. "Cultural Sensitivity in Global Marketing: Strategies for Managing Differences" International Marketing Review
- 4. "Sustainability and Ethics in Global Marketing Strategies" Journal of World Business
- 5. "Consumer Behaviour in International Markets: Understanding Cultural Influences" International Journal of Consumer Studies
- 6. "The Impact of Technology on International Marketing Strategies" Technovation
- 7. "Global Branding Strategies: Building and Managing International Brand Equity", Journal of Brand Management
- 8. "Global Branding Strategies: Building and Managing International Brand Equity", Journal of Brand Management

Programme	BBA					
Course Code						
Course Title	Startup Manag	gement				
Type of Course	Elective					
Semester	8					
Academic Level	400 -499					
Course Details	Credit	Lecture per	Tutorial	Practical	Total Hours	
		week	per week	per week		
	4	4	1	-	60	
Pre-requisites						
Course	This course equips Bachelor of Business Studies students with essential					
Summary	knowledge and skills in Startup Management. Delving into the dynamic					
	world of entrep	world of entrepreneurship, the curriculum covers key principles such as				
	ideation, legal	consideration	s, feasibility	analysis, grow	th stages, and	

financial evaluation. Students gain insights from both global and Indian perspectives, exploring renowned works on lean startup methodologies, fundraising, and success frameworks. Practical tools and frameworks are provided to empower students in navigating the complexities of launching and managing successful startups.

CO	CO Statement	Cognitive	Knowledge	Evaluation Tools
		Level*	Category#	used
CO1	Able to understand new industrial revolution, demonstrating innovative ideation, and effectively launching businesses with a keen awareness of the startup ecosystem and government initiatives.	U	С	Standardized Test
CO2	Able to exhibit proficiency in identifying startup capital needs, evaluating funding sources, assessing risk factors, and navigating the legal environment for startups, ensuring a solid financial foundation and legal compliance.	Ap	P	Observation and Practical Skills
CO3	Able to showcase competence in conducting feasibility analysis, understanding the cost and process of raising capital, addressing unique funding issues for high-tech ventures, and applying various funding approaches to strategically navigate different venture life stages.	Ap	P	Classroom Discussion
CO4	Able to analyze market trends, adapt to industry dynamics, and implement growth strategies aligned with market needs, ensuring successful progression through various stages of venture development.	U	С	Standardized Test
CO5	Able to showcase strategic thinking in planning for harvest and exit, including dealing with failure through exit strategies, maximizing value extraction, stakeholder communication, and handling both voluntary and	Ap	P	Case Study

	involuntary liquidation processes with a focus on legal implications and reputation						
* - Re	* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)						

^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P)
Metacognitive Knowledge (M)

Module	Unit	Content	Hrs (60)	Internal (30)	External (70)
I		Start-up Fundamentals:	11	20	16
	1	The New Industrial Revolution, The Evolution of			
		Industries-Transformation			
	2	Start Up: Meaning, Importance, Driving Forces behind			
		Start-up Opportunities			
	3	Business Start-up and Ideation, Venture Choices, and			
		Decision-Making			
	4	Creative Ideation Techniques: Problem-solving			
		Approaches- Collaborative Brainstorming			
	5	Key Components of Launching a Business, Initial Steps			
		in Business Commencement			
	6	Ideation Process, The Start-up Equation for Success,			
		Concept to Reality, Market Research			
	7	The Start-Up Ecosystem, Start-ups in India in India:			
		Government Initiatives			
II	Sta	rtup Capital Requirements and Legal Environment:	15		18
	8	Identifying Startup Capital, Determining Initial Capital			
		Needs, Evaluating Funding Sources, Assessing Risk			
		Factors			
	9	Resource Requirements, Estimating Startup Essential			
		Requirements, Analysing, Operating Costs, Projecting			
		Resource Needs			
	10	Financial Assumptions Construction: Formulating			
		Revenue Projections, Building, Expense Assumption,			
		Creating Profitability Forecasts			
	11	Process Map Construction, Mapping Business			
		Processes, Defining Key, Operational Steps, Identifying			
		Efficiency Gaps			
	12	Legal Environment and Startup Financing, Legal			
		Requirements, Securing, Approvals for New Ventures,			
		Taxation and Duties for Startups			
III		Commencing Financial Considerations:	11		18
	13	Feasibility Analysis- Overview of Feasibility Analysis-			
		Importance in Business Startups, Components of			
		Feasibility Analysis			
	14	Cost and Process of Raising Capital, Capital			
		Requirement: Steps Involved in the Capital Raising			
		Process, Potential Challenges and Solutions			

	15	Unique Funding Issues of High-Tech Ventures, Specific Challenges Faced by High-Tech Ventures, Balancing Risk and Reward in Startups, Strategies for Attracting Investors			
	16	Various Funding Approaches, Funding with Equity, Financing with Debt, Funding Startups with Bootstrapping, Crowd Funding, Strategic Alliances			
IV		Start-up Survival and Growth:	11		18
	17	Stages of Growth in a New Venture, Introduction to Growth Phases, Early-Stage development, Rapid Expansion, Maturity and Stability			
	18	Growing with the Market and Industry, Market Analysis and Adaptation			
	19	Identifying Market Trends, Strategies for Market-Aligned Growth, Industry Dynamics, and Growth Opportunities			
	20	Venture Life Patterns, The life cycle of a venture, Common Patterns and Deviations			
	21	Adaptation Strategies for different life stages, Long- term Planning and Sustainability			
	22	Scaling Ventures, Preparing for Change, Support for Growth and Sustainability of the Venture			
\mathbf{V}		Open Ended Module:	12	10	
		Exit Strategies, Selling the Business, Being Acquired, Going Public (IPO) Harvesting Strategies: Maximizing Value Extraction, Stakeholder Communication, Aligning with Organizational Goals Liquidation: Voluntary Liquidation: Decision-Making Process, Fulfilling Creditors' Obligations, Employee Considerations			
		Involuntary Liquidation: Legal Implications, Mitigating Damages, Rebuilding Reputation and Future Ventures			

Mapping of COs with PSOs and POs:

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	2	3	1	3	2	2	3	3	1	1
CO 2	2	2	2	3	3	3	2	2	2	1	1
CO 3	3	2	2	3	3	3	2	3	1	1	1
СО	3	2	2	3	3	2	2	3	2	2	2

4											
CO 5	3	3	2	2	3	2	2	3	2	2	2

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
- b. Open book test
- c. Laboratory report
- d. Problem based assignments
- e. Individual project report
- f. Case study report
- g. Team project report
- h. Literature survey
- i. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial work
- h. Home assignments
- i. Self and peer Assessments
- j. Oral presentations
- k. Observation of practical skills

REFERENCES

- 1. Raichaudhuri, A. Managing new ventures: Concepts and cases. Prentice Hall International.
- 2. Ries, E. The lean startup: How today's entrepreneurs use continuous innovation to create radically successful businesses. Crown Business.
- 3. Srikrishna, K. The art of a happy exit: How smart entrepreneurs sell their

- businesses. Sage Publications India.
- 4. Allen, K. R. Launching new ventures: An entrepreneurial approach. Cengage Learning.
- 5. Gil, E. High growth handbook: Scaling startups from 10 to 100 to 1000 people. HBR Press.
- 6. Deorah, K. The golden tap: The inside story of hyper-funded Indian startups. Penguin Random House India.
- 7. Shankar, N., & Vyakarnam, S. Startups: A toolkit for entrepreneurs. Sage Publications.

SUGGESTED READINGS:

A-BOOKS

- 1. "Zero to One: Notes on Startups, or How to Build the Future" by Peter Thiel, Blake Masters, Publisher: Currency
- 2. "Indian Innovators: 20 Brilliant Thinkers Who Are Changing India" by Akshat Agrawal, Publisher: Rupa Publications
- 3. "The Art of Startup Fundraising: Pitching Investors, Negotiating the Deal, and Everything Else Entrepreneurs Need to Know" by Alejandro Cremades, Publisher: John Wiley & Sons
- 4. "Entrepreneurship Development and Small Business Enterprises" by Poornima M. Charantimath, Publisher: Pearson

B-ARTICLES

- 5. "The Effect of Lean Startup Practices on Early-Stage Start-up Performance" Authors: Steve Blank, Bob Dorf Journal: Journal of Business Venturing
- 6. "The Role of Feasibility Analysis in New Venture Creation: A Study of Indian Startups" Authors: D. Pandey, P. Verma Journal: International Journal of Entrepreneurship and Small Business
- 7. "The Influence of Financial Factors on Corporate Entrepreneurship: A Conceptual Framework" Authors: Siri Terjesen, Dean A. Shepherd, Journal: Entrepreneurship Theory and Practice
- 8. "The Impact of Entrepreneurship Education on Entrepreneurial Intentions: A Study of Indian University Students", Authors: Alok Mishra, R. K. Dubey, Journal: Journal of Entrepreneurship Education

Programme	BBA				
Course Code					
Course Title	Entrepreneuri	al Capital Ma	nagement		
Type of Course	Elective)				
Semester	8				
Academic Level	400-499				
Course Details	Credit	Lecture per	Tutorial	Practicum	Total Hours
		week	per week	per week	
	4	4	-		60
Pre-requisites					
Course	The course eq	uips Bachelor	of Business	Management	students with
Summary	essential know	ledge and ski	lls to navigat	e the financia	l landscape of
	entrepreneurial	ventures. Co	overing topic	s such as vo	enture capital,

funding strategies, and risk management, the course provides a holistic understanding of financial decision-making in entrepreneurial contexts. Practical insights into diverse financing alternatives, including those specific to the Indian business environment, offer students a comprehensive toolkit for entrepreneurial success.

Course Outcomes (CO):

CO	CO Statement	Cognitive	Knowledge	Evaluation Tools
		Level*	Category#	used
CO1	Able to apply principles of entrepreneurial finance, conceptualize and model business ideas, strategize financial planning, and understand the dynamics of financial sustainability and scaling in a global context.	U	С	Standardized Test
CO2	Able to understand the financing landscape for new ventures, interpret and utilize financial statements, conduct internal operating analyses, and holistically manage ventures by evaluating both operational and financial performance.	Ap	P	Observation and Practical Skills
CO3	Able to demonstrate advanced financial planning throughout a venture's life cycle, strategically plan short-term capital, and grasp the nuances of various financial capital types, costs, and market dynamics, ensuring effective risk management and scenario analysis.	Ар	P	Classroom Discussion
CO4	Able to master the mechanics of valuing early-stage ventures, distinguish between accounting and equity valuation cash flows, employ various venture capital valuation methods, and practically apply valuation approaches through real-world case studies.	U	С	Standardized Test and Case studies
CO5	Able to exhibit leadership in venture capital strategies, investment lifecycle management, fund policies,	Ap	P	Standardized Test

,	and alternated adaptal communications
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^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

Detailed Syllabus:

Module	Unit	Content	Hrs	Internal (30)	External
I		Foundations of Entroproportial Finance.	(60) 12	20	(70) 16
I	1	Foundations of Entrepreneurial Finance:	12	20	10
	1	Principles Entrepreneurial Finance- Life Cycle Dynamics-			
	2	Strategic Financing Design Connected Financian and Madeline Line Connection			
	2	Business Conceptualization and Modeling- Idea Generation-			
		Model Development- Opportunity Assessment- Market and			
	2	Financial Viability			
	3	Financial Planning Strategies- Comprehensive Planning-			
	4	Projections and Analysis- Profitability Considerations- Exit			
		Strategies			
	5	Funding and Capital Acquisition- Capital Procurement-			
		Financial Negotiation Skills			
	6	Financial Sustainability and Scaling- Sustainable Growth-			
		Scaling Operations- Financial Performance Metrics- Global			
		Financial Trends			
II		Organizing and Operating the Venture:	12		18
	7	Financing a New Venture- Seed, Startup, and First Round			
		Financing Sources-			
	8	Financial Bootstrapping- Business Angel Funding- First			
		Round Financing Opportunities			
	9	Preparing and Using Financial Statements- Resource			
		Acquisition and Recording-			
	10	Understanding Asset and Liabilities in Business, Owners			
		Equity Sales, Expenses, and Profits (theory only)			
	11	Internal Operating Schedules- Statement of Cash Flows-			
		Operating Break-Even Analysis			
	12	Evaluating Operating and Financial Performance- Ratio			
		Analysis-			
	13	Operational Efficiency Metrics- Financial Performance			
		Indicators			
	14	Holistic Venture Management-Risk Assessment- Adapting			
		Financial Strategies			
III		Capital Management:	12		18

^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

			1		
	15	Financial Planning Throughout the Venture's Life Cycle-			
		Strategic Financial Roadmap-			
	16	Long-term Financial Vision- Risk Management Strategies-			
		Scenario Analysis- Capital Allocation Framework			
	17	Short-Term Capital Planning - Cash Flow Forecasting-			
		Working Capital Management- Credit Management			
		Techniques- Dynamic Budgeting			
	18	Types and Costs of Financial Capital- Implicit and Explicit			
		Financial Capital Costs-			
	19	Financial Markets Dynamics- Capital Structure			
		Optimization- Market-based Valuation			
IV		Venture Valuation:	12		18
·	20	Valuing Early-Stage Ventures- Venture Worth- Basic			
		Mechanics of Valuation			
	21	Accounting vs. Equity Valuation Cash Flow- Distinguishing			
		Accounting and Equity Valuation Cash Flow			
	22	Venture Capital Valuation Methods- Basic Venture Capital			
		Valuation Methods Valuation Methods			
	23	Practical Approaches in Venture Valuation- Real-world			
		Application- Case Studies- Challenges and Considerations			
V		Open-Ended Module	12	10	
,	1	Case Studies and Role Play: Use real-world case studies of	1-	10	
	1	startups at different stages of growth and have students			
		analyse the capital management strategies employed by			
		these companies. They could role-play as the company's			
		financial advisors or the entrepreneurs themselves,			
		proposing alternative strategies and defending their choices			
		in a class discussion or presentation.			
	2	Venture Pitch Competitions: Organize pitch competitions			
	_	where students create business plans for their startup ideas,			
		focusing specifically on the financial aspects. They must			
		present their capital management strategies, including how			
		they plan to raise funds (e.g., through equity, debt, or			
		crowdfunding), manage cash flow, and ensure sustainability.			
		Invite guest judges from the local entrepreneurial			
		community to provide feedback and select the best pitches.			
	3	Financial Model Workshop: Host workshops where students			
		learn to build financial models for startups from scratch.			
		This would include forecasting revenues, costs, determining			
		burn rate, and calculating key financial metrics important for			
		investors, such as the break-even point, ROI, and valuation			
		methods.			
		Mentorship Programme: Pair students with local			
		entrepreneurs or financial advisors who can mentor them			
		through a mini-project, such as developing a financial plan			
		for a startup. This real-world interaction provides valuable			
		insights into the challenges and strategies of entrepreneurial			
I		capital management.			

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	2	2	2	3	2	3	2	2	2	3
CO 2	2	3	2	3	2	3	2	1	2	2	3
CO 3	3	2	2	3	2	3	2	3	3	1	3
CO 4	3	2	2	3	2	2	3	3	2	2	2
CO 5	2	2	2	3	3	3	2	2	2	3	3

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

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- i. Self and peer Assessments

- j. Oral presentations
- k. Observation of practical skills

REFERENCES

- **1.** Marco Da Rin & Thomas Hellmann. Fundamentals of Entrepreneurial Finance. Oxford University Press.
- **2.** J. Chris Leach & Ronald W. Melicher. Entrepreneurial Finance: Fundamentals of Financial Planning and Management for Small Business. Cengage Learning.
- **3.** Steven Rogers. Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur. Tata Mc Graw Hill.
- 4. Douglas Cumming. Entrepreneurial Finance. Oxford University Press.
- 5. Philip J. Adelman & Alan M. Marks. Entrepreneurial Finance. Pearson.
- **6.** Adithya M. S. Entrepreneurial Finance: Financing and Valuation of Small Businesses. Notion Press.
- **7.** R. Venkatesh. Entrepreneurial Finance: A South Asian Perspective. Oxford University Press.

SUGGESTED READINGS:

A-BOOKS

- 1. "Entrepreneurial Finance: A Casebook" by K. S. Vaidya Nathan, Publisher: Tata McGraw-Hill Education
- 2. Entrepreneurial Finance: Indian Cases by Rajesh K. Pillania, Publisher: Pearson

B-ARTICLES

1. "Entrepreneurial Finance: The Art and Science of Growing Ventures", Authors: Luisa Alemany, Job J. Andreoli, Journal: International Small Business Journal

Programme	BBA							
Course Code								
Course Title	Advertising A	nd Branding						
Type of Course	Elective							
Semester	8							
Academic Level	400-499							
Course Details	Credit	Lecture per	Tutorial	Practicum	Total Hours			
		week	per week	per week				
	4	4	-		60			
Pre-requisites								
Course					exploration of			
Summary	advertising and		•	•	•			
	introduction to	0		-				
	societal roles,	and ethical	consideratio	ns. Moving	to advertising			
	agencies, stude	ents learn abo	ut their featu	ires, core func	ctions, and the			
	crucial agency-	client relation	ship. The mod	dule on careers	s in advertising			
	provides insights into various roles, skills required, and avenues for							
	career develop	ment. Introd	uction to br	anding covers	s foundational			
	concepts like	brand signific	cance, types,	and launch s	strategies. The			
	course conclud	es with an exa	amination of	emerging trend	ds in branding,			

including hyper-personalization, sustainability, and the role of AI, supported by case studies and industry insights. This holistic approach prepares Bachelor of Business Management students for dynamic roles in advertising and branding, fostering a deep understanding of industry practices and future trends.

Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Able to explore the definitions, features, and objectives of advertising. Covers its role in the marketing mix, societal impact, and ethical considerations in the real business world.	U	C	Standardized Test
CO2	Able to examine the features, structure, and services of advertising agencies. Focuses on core functions, agency-client relationships, and offers insights through case studies.	Ap	P	Case Studies and Practical Skills
CO3	Able to Introduce various career paths, skills required, and specific roles in advertising. Emphasizes career development, portfolio building, and networking opportunities.	Ap	P	Classroom Discussion and Case studies
CO4	Able to Provide foundational knowledge of branding, including its significance, types, and the difference between brand and product. Explores brand building, launch strategies, and positioning.	U	F	Standardized Test
CO5	Able to Explores emerging trends in branding such as brand equity, hyper-personalization, sustainability, and the role of AI. Analyses case studies, industry insights, and anticipates future trends in branding	Ap	P	Observation and Case Studies

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

Detailed Syllabus:

Module	Unit	Content	Hrs (60)	Internal (30)	External (70)
I		Introduction To Advertising	12	20	16
1	1	Introduction To Advertising Introduction-Advertising-Definitions-Features -	14	20	10
	1	Objectives-Importance			
	2	Active Participants in advertising-Role of advertising			
	_	Marketing Mix-Role of advertising in Society			
	3	IMC-Introduction-Meaning-Tools of IMC-Importance of			
		IMC-Framing Integrated marketing-Role of advertising in			
		IMC			
	4	Classification of Advertising-Types of Advertising-			
		Target audience and			
		Functions.			
	5	Ethics in Advertising- Cultural Sensitivity in Advertising-			
		Environmental Sustainability in Advertising-Social			
		Responsibility and CSR in Advertising			
II		Advertising Agency			18
	6	Ad Agency: Features-Structure and services offered-	12		
		Types of advertising			
		agencies -Agency selection criteria			
	7	Core Functions of Ad agency- Creative Services: Concept			
		development-copywriting and design			
	8	Account Management: Client relationships-project			
	_	management, and campaign coordination			
	9	Media Planning - Selecting and negotiating media			
	1.0	placements			
	10	Agency-Client Relationship-Client acquisition and			
		retention strategies-The importance of effective			
	1.1	communication and collaboration			
	11	Case Studies and Industry Insights-Analysing successful			
		and iconic campaigns-Developing a simulated advertising			
III		Corrects in Advertising			18
111	12	Careers in Advertising Introduction to Careers in Advertising -Skills required for	12	-	10
	12	a career in advertising-	12		
	13	Various Career Options: Freelancing Career Options -			
	13	Graphics Animation, Modelling, Dubbing Detail the			
		opportunities			
	14	Advertising Executive/ Manager -Responsibilities, skills,			
	1.	and qualifications-Client relationship management-			
		project coordination.			
	15	Creative Professional Copywriter, Art Director, and			
		Graphic Designer -roles-Skills- challenges -Crafting			
		compelling and visually appealing content.			
	16	Career Development and Skills- Building a Portfolio-	1		
		Inviting Advertising Professionals- Industry Visits and			
		Internship Opportunities			
IV		Introduction to Branding			18

				1	1
	17	Concept of Branding –Definition – Significance of Brand	12		
		– Brand Types –			
	18	Difference between Brand and Product – Brand Building			
		- Brand Launching			
	19	Branding and Advertisement - Creating Brand -			
		Awareness – AIDA Model – Branding Strategies – Brand			
		Communication.			
	20	Brand Line Extension – Horizontal Extension Pros and			
		Cons of Brand Extension			
	21	Related Extension – Unrelated Extension–Brand Generic			
		Branding			
	22	Branding-Brand Personality-Brand Positioning- Re			
		Positioning–Brand Positioning Strategies Brand			
		Positioning Variables.			
V		Open-ended Module	12	10	
	1	Brand Development Workshop: Divide students into			
		teams and assign each team the task of creating a brand			
		from scratch. This includes developing a brand name,			
		logo, slogan, and a comprehensive brand identity manual.			
	2	Digital Marketing Campaign: Students can create a			
		digital marketing campaign for a product or service,			
		including social media content, email marketing, and paid			
		advertising strategies.			
	3	Creative Pitch Competition: Simulate a real-world pitch			
		scenario where students or groups develop an advertising			
		campaign for a given product or service and pitch their			
		ideas to a panel of judges (which can include faculty			
		members and industry professionals).			
	4	Social Media Challenge: Encourage students to create			
		content for social media platforms that aligns with a			
		brand's voice and target audience. This can be a			
1		competition where the best content is recognized.			

Mapping with PSOs and POs:

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	2	1	2	3	1	2	2	3	2	3
CO 2	3	3	2	3	2	3	2	2	2	3	3
CO 3	2	3	3	2	1	3	3	1	2	2	3
CO 4	3	3	3	3	3	3	3	3	3	3	2
CO 5	2	1	2	1	3	2	1	2	2	2	3

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
- b. Open book test
- c. Laboratory report
- d. Problem based assignments
- e. Individual project report
- f. Case study report
- g. Team project report
- h. Literature survey
- i. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial work
- h. Home assignments
- i. Self and peer Assessments
- j. Oral presentations
- k. Observation of practical skills

REFERENCES

- 1. Information Resources Management Association. (Year of Publication). Advertising and Branding: Concepts, Methodologies, Tools, and Applications. IGI Global.
- 2. Kotler, P. (Year of Publication). Marketing Management, Analysis, Planning, Implementation, and Control. Prentice Hall.
- 3. Sharma, G., & Khundia, K. S. (Year of Publication). Brand Management. Himalaya Publishing House.
- 4. Dutta, K. (Year of Publication). Brand Management: Principles and Practices. Oxford University Press.
- 5. Moorthi, Y. L. R. (Year of Publication). Brand Management: The Indian Context. Vikas Publishing House.
- 6. Stafford, M. R., & Faber, R. J. (Year of Publication). Advertising, Promotion, and New Media. Taylor & Francis.
- 7. Belch, G. E., & Belch, M. A. (Year of Publication). Advertising and Promotion: An Integrated Marketing Communications Perspective. McGraw-Hill Education.

SUGGESTED READINGS:

A-BOOKS

- 1. "Branding in the Age of Social Media" by Kim Bartels, Publisher: John Wiley & Sons
- 2. "Ogilvy on Advertising " by David Ogilvy, Publisher: Vintage Books
- 3. "Storytelling with Data: A Data-Driven Approach to Engaging Your Audience" by Cole, Nussbaum Brown and Jennifer Brown, Publisher: Pearson FT Press
- 4. "Building Strong Brands" by David A. Aaker, Publisher: Free Press

Open Elective

Programme	BA Advertisin	g and Sales M	Ianagement		
Course Code					
Course Title	Hospitality Man	nagement			
Type of Course	Open Elective				
Semester	7				
Academic Level	400-499				
Course Details	Credit	Lecture per	Tutorial	Practical	Total Hours
		week	per week	per week	
	4	3	-	2	75
Pre-requisites					
Course	The course on	Hospitality an	d Tourism Ma	anagement offe	ers an in-depth
Summary	look at the inc trends. It cover marketing, co Additionally, it career opportune the hospitality the knowledge	rs key areas sustomer related addresses the nities across valied. The current	such as hotel ationship, and e impact of g arious sectors, riculum is des	and restaurant nd sustainab lobalization and and entreprentigned to equip	t management, ole practices. and technology, neurship within o students with

Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Comprehensive understanding of the hospitality and tourism industry, including its historical development, key sectors, and global impact.	U	С	Standardized Test
CO2	Develop marketing expertise for hospitality businesses, covering market	Ap	Р	Class Discussion
CO3	Ability to implement sustainable practices in hospitality and tourism	С	Р	Problem based Assignments

CO4	Ability to analyse industry trends	An	P	Oral
				Presentations
CO5	Evaluating various career	Е	P	Individual
	opportunities in Hospitality sector			Project Report

^{* -} Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

Detailed Syllabus:

Module	Unit	Content	Hrs (75)	Internal (30)	External (70)
Ι]	Foundations of Hospitality and Tourism Management	11	10	16
	1	Introduction to Hospitality and Tourism, Overview of the			
		hospitality and tourism industry			
	2	Historical Development and Current Trends, Economic			
		Significance and Global Impact			
	3	Hotel Management and Operations			
	4	Restaurant and Food Service Management			
II	I	Marketing and Brand Management in Hospitality and	11		18
		Tourism			
	5	Marketing Strategies for Hospitality Businesses, Market			
		Segmentation and Targeting			
	6	Branding and Promotion in the Hospitality Industry			
	7	Customer Relationship Management			
	8	Customer Retention Strategies			
	9	Building Customer Loyalty and Satisfaction			
III		Sustainable Tourism and Global Trends	12		18
	10	Sustainable Practices in Hospitality and Tourism			
	11	Principles of Sustainable Tourism			
	12	Eco-friendly Initiatives in Hotels and Destinations			
	13	Corporate Social Responsibility in the Hospitality Sector			
	14	Emerging Global Trends in Hospitality and Tourism			
	15	Technological Innovations in the Industry			
	16	The Impact of Globalization on Hospitality			
	17	Adaptation to Changing Consumer Preferences			
IV		Career Opportunities in Hospitality Management	11		18
	18	Exploration of various sectors: Hotels, Restaurants, Events,			
		and Travel, Historical Context and Evolution of Hospitality			
		Careers			
	19	Careers in Hospitality: - Hotel Management Careers,			
	20	Restaurant and Food Service Careers			
	21	Event Management and Planning Careers			
	22	Tourism and Travel Careers, Spa and Wellness			
		Management Careers, Sports and Recreation Management			
		Careers			
	23	Entrepreneurship in Hospitality: - Starting and Managing			
		your own Hospitality Business			

^{# -} Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

V	Practicum	30	20	
	• Interactive Culinary Workshops: Conduct culinary			
	workshops can offer hands-on learning about			
	various cuisines, food safety standards, and			
	presentation techniques. Partnering with local chefs			
	or culinary schools can provide students with			
	insights into the culinary world and enhance their			
	understanding of its role in hospitality and tourism.			
	 Sustainable Tourism Project: Encourage students to 			
	develop sustainable tourism projects that focus on			
	environmental conservation, cultural preservation,			
	and economic benefits for local communities. This			
	could involve creating sustainable tour packages,			
	promoting eco-friendly lodging options, or			
	developing initiatives to support local artisans.			
	• Event Planning and Execution Workshop: Organize			
	workshops where students plan, promote, and			
	execute an event, such as a cultural festival,			
	gastronomy fair, or a hospitality industry			
	conference.			

Mapping of COs with PSOs and POs:

	PSO1	PSO2	PSO3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	2	2	1	3	3	2	2	2	2	2	2
CO 2	1	2	2	1	2	3	2	2	2	1	2
CO 3	2	1	3	2	2	2	2	2	3	1	1
CO 4	1	2	2	2	3	2	2	3	2	1	2
CO 5	2	2	2	2	1	2	3	2	2	2	1

Correlation Levels:

Level	Correlation
_	Nil
1	Slightly / Low
2	Moderate / Medium

3 Substantial	/ High
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Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
- b. Open book test
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- e. Individual project report
- f. Case study report
- g. Team project report
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- i. Standardized Test

Formative Assessment (FA)

- a. Practical Assignment
- b. Viva
- c. Quiz
- d. Interview
- e. Class Discussion
- f. Seminar
- g. Group Tutorial work
- h. Home assignments
- i. Self and peer Assessments
- i. Oral presentations
- k. Observation of practical skills

REFERENCES

- 1. Walker, J. R. (2016). Introduction to Hospitality Management. Pearson.
- 2. Kotler, P., Bowen, J. T., Makens, J. C., & Baloglu, S. (2017). Marketing for Hospitality and Tourism (7th ed.). Pearson.
- 3. Morrison, A. M. (2013). Hospitality and Travel Marketing. Cengage Learning.
- 4. Stipanuk, D. M., & Kupchella, C. E. (2017). Foundations of Hotel Management. Pearson.
- 5. Pizam, A., & Ellis, T. (1999). *Customer Satisfaction and Its Measurement in Hospitality Enterprises*. International Journal of Contemporary Hospitality Management, 11(7), 326-339

List of Online Courses

Sl. No	Title of the Course	Academic Level		Credit	Equivalent Course in CUFYUGP with Course Code	Repository	Weblink
1	Financial	100-	8	2 &3	BBA1CJ103 /	NPTEL	Financial Accounting, Va

	Statement	199	weeks	T	D 143 D7165		Financial Accounting - II
	Analysis		WCCKS		BA1MN102		2 manetar recounting - II
			12				Financial Accounting, Pu
	l		weeks		DD 4 CCTCC		https://onlinecourses.npte
2	Business Economics	100- 199	12 weeks	3	BBA2CJ101	SWAYAM	Dr. Manasi Kurtkoti S
							Course in Business Econo (swayam2.ac.in)
3	Financial Management	100- 199	12 weeks	3	BBA2CJ102 / BBA2MN101	SWAYAM	CA Amita Bissa Jai N
\vdash	<u> </u>	+	 	 	BBA2CJ103 /		<u>Financial Management - 0</u>
4	Business Analytics for	100- 199	12 weeks	3	BBA2CJ103 / BBA2MN102	SWAYAM	Prof. Rudra P Pradhan
	Management Decision						Business Analytics For M (nptel.ac.in)
	D	200	10		BBA6FV110	CITTI A T7 . T =	Dr. Chhari I-'
5	Business Environment	300- 399	10 week	4		SWAYAM	Dr. Chhavi Jain
			., ook				Business Environment - 0
6	Business Ethics	200- 299	12 weeks	3	BBA4CJ208	NPTEL	Prof. Susmita Mukhopadh Ethics - Course (nptel.ac.)
7	Management Accounting	200- 299	12 weeks	3	BBA3CJ204 / BBA3MN202	NPTEL	Prof. Anil K. Sharma
						i	Management Accounting
8	Digital Marketing	100- 199	15 weeks	4	BBA1FS111	SWAYAM	By Dr. Tejinderpal Singh Chandigarh
							Digital Marketing - Cours
	,	1			BBA7EJ401		
9	Management of Human	400- 499	16 weeks	6		SWAYAM	Dr. Nayantara Padhi I University
	Resources						MS 2: Management of Hu (swayam2.ac.in)
丁		200	10	2	DD / 577	* I France	Prof. J. P. Singh IIT R
10	Financial Derivatives & Risk	300- 399	weeks	3	BBA5EJ301(1)	NPTEL	Financial Derivatives & Financ
	Management	 			BBA7CJ402		
11	Statistical	400- 499	16 weeks	6	אמע (C)402	SWAYAM	Dr. Subodh Kesharwani University
	Analysis						MCO-03: Research Meth
	<u> </u>						

						·	1
Ī				[<u></u>	<u></u>	- Course (swayam2.ac.in)
					BBA1CJ102 /		
12		400-	12	3	BBA1MN101	SWAYAM	https://onlinecourses.npte
	Marketing Management	499	weeks	'	1	1	By Prof. Zillur Rahman
H	Management			 	BBA1CJ102 /		Dy 1101. Zillul Kullimi
13	Introduction to	200-	8	3	BBA1MN101	SWAYAM	Dr. Nambram Amulkuma
	Marketing	299	weeks	'		1	11 11
\vdash	Management - 1	 		 	BBA5CJ301		https://onlinecourses.sway
14	Operations	300-	12	3		SWAYAM	Prof. Inderdeep Singh
	Management	399	weeks	'	1	1	
$\vdash \vdash$	TT	 	-	 '	DD 470E401	 	https://onlinecourses.npte
15	Hospitality Industry in	400-	12	4	BBA7OE401	SWAYAM	Prof. H. Rajashekar
	Tourism	499	weeks	' '	1		-
	l l	1		'	1	1	Hospitality Industry in Tou
\vdash					BBA5CJ303	 	
16	Research	300-	15	4	BBASCISSIS	SWAYAM	Prof. G.S. Bajpai, Vice-C
	Methodology	399	weeks	'	1	1	
\vdash			-	 	 	 	https://onlinecourses.sway
17	Business	300-	12	3	BBA6EJ312(6)	SWAYAM	Prof. Rudra P Pradhan
	Analytics for	399	weeks	'			
	Management	1		'	1	1	https://onlinecourses.npte
\vdash	Decision					 	
18	Data Analytics	300-	12	3	BBA6EJ311(6)	SWAYAM	Prof. A Rames
	with Python	399	weeks	'	1	1	
\vdash	<u> </u>	<u> </u>		 '	BBA3CJ202	 	https://onlinecourses.npte
19	Business Law	200-	16	6	BBASCJ202	SWAYAM	Dr N. Rajendra Prasad
	Dubiii Dib	299	weeks	"	1		
	ļ 	 '	<u> </u>	<u> </u> '		<u> </u>	https://onlinecourses.sway
20	Fundamentals of	100-	8	3	BBA2CJ102 / BBA2MN101	SWAYAM	Dr. Rupali Bipin Sheth
20	Fundamentals of Financial	299	weeks			SWATTI	Di. Kupan Dipin one
Щ	Management	<u> </u> '	<u> </u>	<u> </u>	<u> </u>	<u> </u>	https://onlinecourses.sway
21	To the same of the	200-	12	4	BBA4CJ207	CHIANAM	Dr. NILAM PANCHAL
21	Entrepreneurship Development	200-	weeks	4	1	SWAYAM	Dr. Milawi i Amelial
	Development		***************************************	<u> </u>			Entrepreneurship Developn
22		200	1.5		BBA4CJ205		B. C. Billian C. Cini
22	Operations Research	200- 299	15 weeks	4	1	SWAYAM	Professor Bibhas C. Giri
	Research		WCCRS	'	1	1	https://onlinecourses.sway
				1			
23	Business	300-	12	3	BBA6EJ312(6)	SWAYAM	Prof. Rudra P Pradhan

		200		Т	T	\top	
	Analytics for Management Decision	399	weeks				https://onlinecourses.npte
24	Corporate Law	200- 299	12 weeks	5	BBA3CJ202	SWAYAM	Dr Heena Basharat https://onlinecourses.sway
25	Business Law	200- 299	16 weeks	6	BBA3CJ202	SWAYAM	Dr N. Rajendra Prasad https://onlinecourses.sway
26	Introduction to Advertising & Brand Management	400- 499	12 weeks	3	BBA8EJ406	SWAYAM	Dr. Mamta Brahmbhatt Introduction to Advertising (swayam2.ac.in)
27		200- 299	15 weeks	4	BBA4CJ206	SWAYAM	Prof. (Dr.) Vishal Kumar https://onlinecourses.sway
28	Strategic Management	400- 499	6 weeks	3	BBA7CJ401	SWAYAM	P D Jose, Rejie George, l
29	Behavioral Finance	300- 399	8 weeks	3	BBA5CJ302	SWAYAM	Prof. Shikta Singh https://onlinecourses.swa