

BBA Course Structure

BBA I Year I Semester

(6T+2L+1Project)

Sl. No	Course Code	Course Category	Course Name	Hours per week			Credits
				L	T	P	
1	BC21001	Core	Fundamentals of Management	3	0	0	3
2	BC21002	Core	Introduction to Economics	3	0	0	3
3	BC21003	Core	Business Mathematics	3	0	0	3
4	BC21004	Core	Introduction to Marketing	3	0	0	3
5	BS21005	SEC	Financial Literacy	1	0	0	1
6	BA21201	AECC	Business Communication Skills Lab	0	0	2	1
7	BS21202	SEC	Productivity Tools & Learning processes Lab	0	0	2	1
Managerial Competency							
8	BS21008	SEC	Personal Effectiveness & Grooming	2	0	0	2
9	BP21203	Project	Mini Project - I	0	0	6	3
				Total	15	0	10
							20

BBA I Year II Semester

(7T+1L+1Project)

Sl. No	Course Code	Course Category	Course Name	Hours per week			Credits
				L	T	P	
1	BC22001	Core	Introduction to Human Resource Management	3	0	0	3
2	BC22002	Core	Financial Accounting - I	3	0	0	3
3	BS22003	SEC	Selling Skills	2	0	0	2
4	BC22004	Core	Introduction to Operations Management	2	0	0	2
5	BC22005	Core	Business Statistics	2	0	0	2
6	BA22006	AECC	Essential English for better Communication	2	0	0	2
7	BS22201	SEC	Productivity Tools Lab	0	0	2	1
Managerial Competency							
8	BS22007	SEC	Joy of Entrepreneurship - I	2	0	0	2
9	BP22202	Project	Mini Project II	0	0	6	3
				Total	16	0	8
							20

II Year I Semester **(7T+1L)**

S.No	Course Code	Course Category	Course Name	Hours per week			Credits
				L	T	P	
1	BC23001	Core	Fundamentals of Supply Chain Management	2	0	0	2
2	BC23002	Core	Introduction to Data & Business Analytics	2	0	0	2
3	BC23003	Core	Financial Analysis & Control	3	0	0	3
4	BC23004	Core	Fundamentals of Macro Economics	3	0	0	3
5	BE23005	Elective I	Digital Payments & Interfaces	3	1	0	4
	BE23006		Human Resource Planning				
	BE23007		Consumer Behavior				
	BE23008		Supply Chain Strategy				
6	BE23009	Elective II	Tax Planning	3	1	0	4
	BE23010		Performance Management				
	BE23011		Digital Marketing				
	BE23012		Inventory Management				
7	BS23201	SEC	Python Programming for Business Analytics Lab	0	0	2	1
Managerial Competency							
8	BS23013	SEC	Journey of Entrepreneurship - II	1	0	0	1
Total Credits				17	2	2	20

Sl. No	Course Code	Course Category	Course Name	Hours per week			Credits
				L	T	P	
1	BO24001	Open Elective	Cross-Cultural Management	2	0	0	2
	BO24002		Enterprise Risk Management				
2	BC24003	Core	Organizational Behavior	2	0	0	2
3	BC24004	Core	Basic Business Research	3	0	0	3
4	BC24005	Core	Introduction to Financial Management	3	0	0	3
5	BE24006	Elective III	Security Analysis & Portfolio Management	3	1	0	4
	BE24007		Learning & Development				
	BE24008		Advertising & IMC				
	BE24009		Fundamentals of Quality Management				
6	BE24010	Elective IV	Financial Institutions, Markets & Services	3	1	0	4
	BE24011		Compensation Management				
	BE24012		Services Marketing				
	BE24013		Logistics & Global Supply Chain				
7	BS24201	SEC	Power BI for Business Analytics Lab	0	0	2	1
Managerial Competency							
8	BS24014	SEC	Business Numeracy	1	0	0	1
Total Credits				17	2	2	20

III BBA I Semester
(5T+1L+1Project)

Sl. No	Course Code	Course Category	Course Name	Hours per week			Credits
				L	T	P	
1	BC25001	Core	Project Management	3	0	0	3
2	BC25002	Core	Cost & Management Accounting	2	0	0	2
3	BE25003	Elective V	Introduction to Trading strategies	3	1	0	4
	BE25004		Change Management & Organization Development				
	BE25005		Retail Management				
	BE25006		Procurement and Sourcing Management				
4	BE25007	Elective VI	Derivatives	3	1	0	4
	BE25008		HR Analytics				
	BE25009		Customer Relationship Management				
	BE25010		E – Commerce Supply chain & Fulfilment				
5	BE25011	Elective VII	Behavioral Finance	3	1	0	4
	BE25012		Competency Management & HR Score Card				
	BE25013		Negotiation in Sales				
	BE25014		International Trade and Legal aspects of Purchasing, Sourcing, and Contracts				
6	BS25201	SEC	Relational Databases & SQL for Business Lab	0	0	2	1
7	BP25202	Internship/Project	Project – I	0	0	12	6
Total Credits				14	3	14	24

III Year II Semester
(3T+1Project)

Sl. No	Course Code	Course Category	Course Name	Hours per week			Credits
				L	T	P	
1	BC26001	Core	Introduction to Artificial Intelligence & Machine Learning	3	0	0	3
2	BC26002	Core	Leadership Development	3	0	0	3
3	BE26003	Elective VIII	Fundamentals of Business Valuation	3	1	0	4
	BE26004		Industrial Relations & Labor Laws				
	BE26005		Institutional Marketing				
	BE26006		Supply Chain Analytics & Simulation				
4	BP26201	Project	Project – II	0	0	12	6
Total Credits				9	1	6	16

IV Year I Semester
(6T)

Sl. No	Course Code	Course Category	Course Name	Hours per week			Credits
				L	T	P	
1	BC27001	Core	Business & Company Law	3	1	0	4
2	BC27002	Core	Strategic Management	3	1	0	4
3	BC27003	Core	Digital Business Models	3	1	0	4
4	BE27005	Elective IX	Financial Risk Management	3	1	0	4
	BE27006		Talent Acquisition and Management				
	BE27007		Brand Management				
	BE27008		Digital Supply Chain Management				
5	BE27009	Elective X	Forensic Accounting	3	1	0	4
	BE27010		AI in Human Resource Management				
	BE27011		Distribution Management				
	BE27012		IMPEX Management				
6	BS27201	SEC	Idea to PoC	3	1	0	4
Total Credits				22	2	0	24

IV Year II Semester
(1Project+1L+1Viva)

Sl.No	Course Code	Course Category	Course Name	Hours per week			Credits
				L	T	P	
1	BP28201	Project	Major Project	0	0	24	12
Managerial Competency							
2	BS28001	SEC	Workplace skills	2	0	0	2
3	BV28202	Viva	Comprehensive Viva	0	0	4	2
Total Credits				2	0	28	16

Finance Electives

Sl. No	Category	Year & Semester	Name of the Subject	Credits
1	Elective	II/I	Digital Payments & Interfaces	4
2	Elective	II/I	Tax Planning	4
3	Elective	II/II	Security Analysis & Portfolio Management	4
4	Elective	II/II	Financial Institutions, Markets & Services	4
5	Elective	III/I	Introduction to Trading Strategies	4
6	Elective	III/I	Derivatives	4
7	Elective	III/I	Behavioral Finance	4
8	Elective	III/II	Fundamentals of Business Valuation	4
9	Elective	IV/I	Financial Risk Management	4
10	Elective	IV/I	Forensic Accounting	4

HR Electives

Sl. No	Category	Year & Semester	Name of the Subject	Credits
1	Elective	II/I	Human Resource Planning	4
2	Elective	II/I	Performance Management	4
3	Elective	II/II	Learning and Development	4
4	Elective	II/II	Compensation Management	4
5	Elective	III/I	Change Management and Organization Development	4
6	Elective	III/I	HR Analytics	4
7	Elective	III/I	Competency Management and HR Score card	4
8	Elective	III/II	Industrial Relations and Labor Laws	4
9	Elective	IV/I	Talent Acquisition and Management	4
10	Elective	IV/I	AI in Human Resource Management	4

Marketing Electives

Sl. No	Category	Year & Semester	Name of the Subject	Credits
1	Elective	II/I	Consumer Behaviour	4
2	Elective	II/I	Digital Marketing	4
3	Elective	II/II	Advertising and IMC	4
4	Elective	II/II	Services Marketing	4
5	Elective	III/I	Retail Management	4
6	Elective	III/I	Customer Relationship Management	4
7	Elective	III/I	Negotiation and Sales	4
8	Elective	III/II	Institutional Marketing	4
9	Elective	IV/I	Brand Management	4
10	Elective	IV/I	Distribution Management	4

Supply Chain Management Electives

Sl. No	Category	Year & Semester	Name of the Subject	Credits
1	Elective	II/I	Supply Chain Strategy	4
2	Elective	II/I	Inventory Management	4
3	Elective	II/II	Fundamentals of Quality Management	4
4	Elective	II/II	Logistics and Global Supply chain	4
5	Elective	III/I	Procurement and Sourcing Management	4
6	Elective	III/I	E-commerce Supply Chain and Fulfilment	4
7	Elective	III/I	International Trade and Legal aspects of Purchasing, Sourcing and Contracts Supply chain Analytics and Simulation	4
8	Elective	III/II	Supply chain Analytics and Simulation	4
9	Elective	IV/I	Digital Supply Chain Management	4
10	Elective	IV/I	IMPEX Management	4

Course Summary

Sl. No	Category	Credits	No. of courses	Total credits
1	Core	4	3	12
		3	13	39
		2	6	12
		1	1	1
2	SEC	1	7	7
		2	4	8
		4	1	4
3	AECC	1	1	1
		2	1	2
	Open Elective	2	1	2
4	Elective	4	10	40
5	Project	3	2	6
		6	2	12
		12	1	12
6	Viva	2	1	2

Fundamentals of Management

BBA I Year I Semester				School of Management			
Code	Category	Hours / Week		Credits	Marks		
BC21001	Core	L	T	P	C	CIE	SEE
		3	0	0	3	60	40
Total							

Course Objectives:

- The objective of this course is to provide an overview of Management, components, stakeholders and various perspectives of management.
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Course Outcomes: At the end of this course, students will be able to

- Gain awareness of the basic principles of management
- Implement planning and take decisions under uncertainty
- Apply line and staff concepts and be a part of responsive organizations
- Display leadership skills
- Be aware of latest trends in management

Unit I:

Introduction to Management: Introduction to Organization, stakeholders, Framework. Evolution of management thought, Types of managers; managerial roles (Henry Mintzberg) and functions, Managing people in organizations in the context of new era, Challenges of management.

Unit II

Planning & Decision Making: Nature of planning, Types, Levels, Planning process, Nature of managerial decision making, the Rational model of Decision Making, Tools and techniques to improve the effectiveness of decision Making.

Unit III

Organizing: Nature of organizing, Organization levels and span of management, Factors determining span - Organizational structure – departmentation, line and staff concepts, Staffing – delegation, decentralization and recentralization of authority, Responsive organizations.

Unit-IV

Controlling: Control process, control as a feedback system, Feed forward control, Requirements for effective control, Control techniques Overall controls and preventive controls, Leadership behavior and styles.

Unit-V:

Latest trends in Management: Organizational agility, Managing technological challenges, AI in management, Sustainability and compliance.

Text books:

1. Stoner, Freeman and Gilbert, Jr. Management, 6/e, Pearson Education, New Delhi, 2018.
2. Koontz, Weihrich & Aryasri, Principles of Management, TMH, New Delhi, 2007

References:

1. Dipak Kumar Bhattacharyya, Principles of Management: Text and Cases, Pearson Publications. 2012
2. Charles Hill, Steven Mc Shane, Principles of Management, Tata Mac Graw Hill,2012
3. Stephen P. Robbins and David A. Decenzo, Fundamentals of Management, Pearson Education, 3/e, 2001.
- 4.

Journals:

1. Vikalpa, Indian Institute of Management
2. Journal of General Management., Mercury House Business Publications, Limited
3. Harvard Business Review, Harvard Business School Publishing Co. USA
4. Indian Management, AIMA, New Delhi.

Introduction to Economics

BBA I Year I Semester				School of Management			
Code	Category	Hours / Week		Credits	Marks		
BC21002	Core	L	T	P	C	CIE	SEE
		3	0	0	3	60	40
Course Objective:							

The course aims to introduce the student to applications of economic concepts in the business world.

Course outcomes: At the end of this course, the students will be able to

- Know the applications of Economics in business decision making.
- Apply demand and supply concepts to assess the categories of products and strategies applied.
- Assess the relationship between cost and output.
- Analyze firm's pricing strategies under different market structures.
- Aware of international trade concepts.

Unit I:

Introduction: Nature and scope of economics, Importance of economics, Branches of economics, Role of economics in decision making. Economics relationship with other subjects.

Unit II

Concept of Demand and Supply: Definition of demand, Determinants of demand, Demand function, Law of demand, Elasticity of demand, Types. Demand forecasting methods. Determinants of supply. Elasticity of supply.

Unit III:

Cost Analysis: Economies of scale and Types. Cost concept, Types of cost. Cost-output relationship in short run and long run. Break even analysis.

Unit IV:

Market structure: Classification of market structures. Price determination under perfect competition, monopoly and monopolistic competition market. Introduction to duopoly and oligopoly.

Unit V:

International trade: Introduction to trade, Types of trade. Balance of payment, Disequilibrium of payments, Corrections of Disequilibrium balance of payments.

Text Books:

1. D N Dwivedi, Managerial Economics, Vikas Publisher, 2024.
2. P.L.Mehta, Microeconomics, Pearson, 2021.

References:

1. H L Ahuja, Macro Economics, Chand, 2019.
2. S. K. Misra, V.K. Puri, Indian Economy. Himalaya Publishers, 2021

Business Mathematics

BBA I Year I Semester					School of Management			
Code	Category	Hours/Week			Credits	Marks		
BC21003	Core	L	T	P	C	CIE	SEE	Total
		3	0	0	3	60	40	100

Course Objectives:

The course is designed to enable students to apply basic mathematical techniques and understand their applications in business situations.

Course Outcomes: At the end of this course, the students will be able to

- Calculate ratios and percentages
- Analyze growth rates and impact of inflation on economy
- Analyze role of interest on investments and business decisions
- Comprehend conversion ratios of international markets
- Aware of applications of Matrices

Unit I:

Percentages and Ratios: Calculation of Percentages, Ratios, Averages, Numerator, Denominator, Normalization and its importance, Per Capita Income Vs GDP.

Unit II:

Growth Rates: Growth rates, Population growth rates, Company revenue growth rates.

Unit III:

Interest: Simple Interest, Compound Interest, Rule of 72, 144. What is it sensitive to – Time or interest, CAGR computation.

Unit IV:

Conversions: INR to Dollar conversion calculations, Lakhs and Millions conversions. Acres, Square Yards and Hectares conversions. Celsius to Fahrenheit. Miles to KM. MPG to KMPL.

Unit V:

Matrices: Types of matrices, Addition, Subtraction and Multiplications, Determinant of a Matrix, Basic applications in management.

Text Books

1. J.K. Singh, —Business Mathematics, Himalaya Publishing House, Education 2007.
2. Sanchetti, D.C. Kapoor, —Fundamentals of Mathematics, Sultan Chand & Sons.

Reference Books

1. R.C.Joshi (2013.), *Business Mathematics*, Jalandhar: New Academic Publishing Co..
2. M.Raghavachary,—MathematicsforManagement,TataMcGrawHill,2006
3. Paul A. Samuelson, —Economics, Tata Mc Grow Hills.
4. V.K.Kapoor, - Business mathematics, Sultan chand & sons, Delhi

Introduction to Marketing

BBA I Year I Semester				School of Management			
Code	Category	Hours / Week		Credits	Marks		
BC21004	Core	L	T	P	C	CIE	SEE
		3	0	0	3	60	40

Course Objective:

The objective of this course is provide students an introduction to marketing concepts and enable students to develop a customer-centric effective marketing orientation.

Course Outcomes: At the end of this course, the student will be able to

- Demonstrate the conceptual knowledge of marketing as a function
- Appreciate the significance of value creation in marketing
- Analyze various decision areas in product and pricing functions
- Assess place and promotion strategies of diverse firms
- Exhibit understanding of the emerging marketing trends

Unit I

Introduction to Marketing: Importance and scope of marketing, Marketing process, Marketing philosophies, Analyzing marketing environment, Developing growth strategies.

Unit II

Creating Customer Value: Consumer decision making process, Consumer buyer behaviour model, Market segmentation, Target marketing, Positioning for competitive advantage. Elements of marketing mix.

Unit III

Product and Price: Product/ Service, Product classification, Product decisions, Product levels, Product Life Cycle, New product development, Product mix. Pricing strategies, Initiating and responding to price changes.

Unit IV

Marketing Mix II: Marketing Channels, Functions, Levels of Channels, Channel Structure, Channel strategy decisions and channel management.

Unit V

Emerging Trends: Marketing communications strategy, Advertising, Personal Selling, Sales promotion, Public Relations, Direct Marketing, Global marketing, Rural marketing, Green marketing, Digital marketing.

Textbooks:

1. Philip Kotler, Gary Armstrong, Principles of Marketing, Pearson, 19/e, 2023
2. Lamb, Hair, Sharma, Mc Daniel, MKTG, A South-Asian Perspective, Cengage Learning, 2016

References:

1. Paul Baines, Chris fill, Kelly Page, Sara Rosengren, and Paolo Antonette, Marketing, 5/e, Oxford University Press, 2019
2. Rajan Saxena, Marketing Management, 6/e, McGrawHill, 2019
3. Rama Swamy, Namakumari, Marketing Management, Indian Context, Global Perspective, 6/e, Sage Publications India Pvt. Ltd, 2018

Journals:

1. South Asian Journal of Management – Quarterly
2. Indian Journal of Marketing – Monthly.

Business Communication Skills Lab

BBA I Year I Semester				School of Management			
Code	Category	Hours / Week		Credits	Marks		
BA21201	AECC	L	T	P	C	CIE	SEE
		0	0	2	1	60	40
Total							

Course Objective:

The course aims at exploring various verbal and non-verbal communication strategies in diverse context, provide practical experience in crafting and delivering impactful message, cultivate active listening techniques to enhance understanding and responsiveness.

Course Outcomes: At the end of this course, the students will be able to

- Demonstrate the ability to respond appropriately
- Use effective verbal communication clearly and concisely
- Engage in collaborative dialogue
- Actively take up public speaking opportunities
- Interpret business communication and participate in business discussions

Exercise I

Ice breaker activities, Introductions and interactions with colleagues, clients, business leaders

Exercise II

Preparing and delivering short structured talks, Role –Plays, JAM sessions

Exercise III

Formal Presentations on product and process.

Exercise IV

Group Discussion Skills: Dynamics of GDs –Practice

Exercise V

Data interpretations: Verbal to non - verbal and vice versa

Textbooks:

1. Suresh Kumar, E. and Sreehari, P. A. Handbook for English Language Laboratories, New Delhi: Foundation 2019
2. Krishna Mohan and N. P. Singh Speaking English Effectively2nd Edition, Macmillan Publishers India Ltd. Delhi. 2019.

References:

1. Sasi Kumar, V & Dhamija. **How to Prepare for Group Discussion and Interviews** Tata McGraw Hill.2019
2. Lab Manual: A Manual entitled “**English Language Communication Skills (ELCS)**, Cengage Learning India Pvt. Ltd, NewDelhi. 2019

Financial Literacy

BBA I Year I Semester				School of Management				
Code	Category	Hours / Week		Credits	Marks			
BS21005	Core	L	T	P	C	CIE	SEE	Total
		1	0	0	1	60	40	100

Course Objectives:

The objective of the course is to introduce students to the basics of financial planning and help them effectively manage their personal finances and become financial literates.

Course Outcomes: At the end of this course, the students will be able to

- Gain fundamental concepts of impact of inflation of money and investment rules
- Prepare their personal financial budget
- Have awareness on simple banking accounts and processes.
- Be aware of various asset classes.
- Choose suitable investment options for their effective financial planning.

Unit I:

Time Value of Money - Meaning and Importance – Present value, Future value, Compounding, Annuity, Thumb rule of investment, Rule of 69,72. EMI and amortization

Unit II

Investment: Introduction to investing, Savings and investments, Types of savings accounts, Emergency funds, Setting financial goals.

Budgeting and Financial Planning - Creating a budget, Tracking expenses, Adjusting budgets for financial goals.

Unit III

Banking: Services offered by banks, Types of bank deposit accounts, Formalities to open bank accounts, KYC norms. **Types of Loans:** Short-term, Medium term and Long term loans. Cashless banking, e-banking, ATM, Debit and Credit cards, Banking Complaints.

Unit-IV

Financial Assets - Fintech, Assets & assets classes, Unified-payment interfaces, Regulatory environment.

Unit-V:

Investment Opportunities - Investment opportunities for individuals and firms, Types of investments, Risk vs. return.

Debt Management - Types of debt (good vs. bad debt), Strategies for managing and reducing debt, Understanding interest rates.

Text books:

1. Fundamentals of financial planning, Michael A. Dalton, James F. Dalton, Joseph M. Gillice, Thomas P. Langdon, 7/E ME - Money Education, 2022
2. Investment Planning Tax Planning and Estate Planning by Indian Institute of Banking & Finance, Taxmann publishing, 2017
3. Investment analysis and portfolio management, Prasanna Chandra, 6/E, Mc.Graw Hill publications, 2021.

References:

1. Fundamentals of Investment Management, V K Bhalla, S Chand publications, revised edition 2022.
2. Investment game to win, Prasanna Chandra Tata Mc.Graw Hill professional publishers Revised edition 7/E 2012
3. Investments: Analysis and Management, John Wiley 14/E Wiley publications 2022

Classroom exercises

- Prepare an annual family budget considering the income of your family.
- Prepare a personal budget for six months,
- Visit a post office and bank in your area and collect information about various deposit schemes available

Productivity Tools & Learning Processes Lab

BBA I Year I Semester				School of Management				
Code	Category	Hours / Week		Credits	Marks			
BS21202	SEC	L	T	P	C	CIE	SEE	Total
		0	0	2	1	60	40	100

Course Objectives:

The course is designed to equip students with the fundamental knowledge and skills to utilize MS Office applications for creating professional documents, spreadsheets, presentations, and managing information effectively.

Course Outcomes: At the end of this course, the students will be able to

- Create professional documents, letters, reports, resumes with Microsoft Word and develop impactful presentation skills using Microsoft PowerPoint.
- Acquire skills to analyse and manipulate data efficiently with Microsoft Excel.
- Gain knowledge in managing email communication and organisation with Microsoft Outlook.
- Practice the retrieval techniques

Unit I

Introduction to MS Office: MS Office Suite and its different components and applications.

Microsoft Word: Overview of MS Word, Document creation, editing and formatting, working with styles, fonts and layouts, Inserting images and symbols, Table of Contents, Tables, Headers, Footers, Mail Merge, Comments, Views in Word.

MS PowerPoint: Overview of MS PowerPoint, Creating and formatting slides, Understanding slides and layouts, Adding images, charts and multimedia, Applying transitions and animations, Guidelines for creating effective presentations.

Unit II

MS-Excel: Overview of MS Excel, Worksheet concepts, cell navigation, Entering and formatting data in cells, working with basic formulas and functions (SUM, AVG, COUNT, etc.)

Creating charts and graphs, Sorting, Filtering, Conditional Formatting, Pivot Tables

Unit III

MS Outlook: Managing email communication and organisation, Creating professional emails and calendar appointments, utilising collaboration features like groups and tasks, maintaining email etiquette and best practices.

Unit IV

Introduction to Learning: Importance of learning, Memory – mechanics of memory, evolution of brain, How to focus, Techniques for focus, Focused mode and diffused mode of learning.

Unit V

Retrieval techniques: Retrieval techniques, Spaced repetition, interleaving and feedback.

Textbooks:

1. Lambert, J. & Cox, J. Microsoft Office Step by Step, 2019, Microsoft Press
2. Barbara Oakley, Olav Schewe, Learn like a Pro, St Martins Press, 2021

References:

1. Shelly, G.G., & Vermaat, M.E., 2020, Microsoft Office 365 & Office 2019 Introductory, Cengage Learning.

Personal Effectiveness & Grooming

BBA I Year I Semester				School of Management				
Code	Category	Hours / Week		Credits	Marks			
BS21008	SEC	L	T	P	C	CIE	SEE	Total
		2	0	0	2	60	40	100

Course Objectives:

- To understand the importance of personal branding in professional settings.
- To develop skills in personal hygiene, professional attire, and body language.
- To learn and practice professional etiquette and communication.
- To prepare for professional development through networking.

Course Outcomes: At the end of this course, the students will be able to

- Demonstrate appropriate personal branding and professional appearance.
- Exhibit positive body language and effective non-verbal communication.
- Apply professional etiquette in various settings.
- Communicate effectively in professional contexts.
- Network confidently and professionally

Session I

Introduction to Personal Branding: Definition and Importance of Personal branding, Impact of Personal branding on Professional Success.

Session II

Dressing for Success: Business Attire vs. Business Casual, Grooming Essentials: Hair, Skin, and Nails Care.

Session III

Personal Hygiene: Practices, Skin and hair Care, Importance of Fitness and Diet in Personal Grooming.

Session IV

Importance of Body Language in Professional Settings, Reading and Interpreting Non-Verbal Cues.

Session V

Professional Etiquette: Office, Meetings, Pantry, Events, Mobile, and Email Etiquette, Dining Etiquette: Business Meals and Formal Dining.

Session VI

Effective Verbal Communication: Listening Skills, Art of Small Talk, Making Positive First Impressions

Session VII

Building and Maintaining Professional Relationships, Networking Strategies: Online and Offline, Business Card Etiquette, Follow-Up Practices.

Session VIII

Principles of Time Management: Personal Organization Skills, Creating and Maintaining a Professional Schedule

Textbooks:

1. "Personal Development for Smart People" by Steve Pavlina
2. "How to Win Friends and Influence People" by Dale Carnegie
3. "The Etiquette Advantage in Business" by Peggy Post

Mini Project - I							
BBA I Year I Semester				School of Management			
Code	Category	Hours / Week		Credits	Marks		
BP21203	Project	L	T	P	C	CIE	SEE
		0	0	6	3	60	40
				Total			100

Course Objectives:

- The aim of Mini projects is to enable students to generate ideas or identify the problem/issues by understanding the remote, non-remote areas or surrounding of their society and apply their practical knowledge and provide the solutions.

Suggested contents of the Mini Project Report are:

Topic of the Project

➤ Chapter I

- Brief Introduction Review of Literature Research Gaps Research Questions
- Objectives of the Study
- Scope of the Study
- Period of the Study
- Sample Data Collection Primary Data Secondary Data

➤ Chapter II

- Data Interpretation, Suggestions Conclusion References to be enclosed

Introduction to Human Resource Management

BBA I Year II Semester				School of Management				
Code	Category	Hours / Week		Credits	Marks			
BC22001	Core	L	T	P	C	CIE	SEE	Total
		3	0	0	3	60	40	100

Course Objectives:

The objective of this course is to enable student appreciate the role of HRM in effective management of a firm and introduce to various functions of HRM.

Course Outcomes: At the end of this course, the students will be able to

- Explain about the role and functions of HRM.
- Analyse forecasting methods and recruitment processes of diverse firms
- Assess training needs and analyse pros and cons of various training methods
- Describe performance management tools and compensations methods
- Recognize latest trends in HR Management.

Unit I:

Introduction to HRM: Nature, scope and significance of HRM, Evolution of HRM, PM vs. HRM, Difference between HRD and HRM, Recent trends in HRM, Functions of HRM, Challenges of HR manager.

Unit II:

Human Resource Planning: HR Planning, HR Forecasting Methods, Job analysis and Job design, Recruitment and Selection, Induction.

Unit III:

Training and Development: Identification of training needs, Designing the training Program, Methods of training, Difference between training & development, Upskilling and reskilling

Unit IV:

Performance and Compensation: Introduction to performance management, Methods of Performance appraisal- Basic factors in determining pay rates, Components of compensation, Employee welfare and benefits.

Unit V:

Contemporary issues in HR: Diverse workforce (D&I), Gig economy, Hybrid workplace, Employee wellbeing, Generative AI in HR.

Textbooks:

1. Snell, Bohlander and Vohra, Human Resource Management A South Asian Perspective: New Delhi: Cengage Learning, 2018.

2. Gary Dessler & Biju Varkkey, Human Resource Management, 16/e, Pearson Education, 2020.

References:

1. Edwin B Flippo, Personnel Management, New Delhi: McGraw Hill Publishing, 2016
2. P Subbarao, Human Resource Management, New Delhi: Himalaya Publishing House, 2012
3. Seema Sanghi, Human Resource Management, New Delhi: Macmillan Publishers India Ltd.

Journals:

1. Human Resource Management Journal.
2. Asian Journal of Management Research.

Financial Accounting

BBA I Year II Semester				School of Management				
Code	Category	Hours / Week		Credits	Marks			
BC22002	Core	L	T	P	C	CIE	SEE	Total
		3	0	0	3	60	40	100

Course Objectives:

To familiarize students with the basics of accounting concepts and enable to analyze financial statements of the firms.

Course Outcomes: At the end of this course, the students will be able to

- Explain basic principles of accounting
- Prepare ledger accounts of basic transactions
- Prepare and analyze financial statements
- Explain salient features of Indian Accounting Standards
- Explain annual reports and earnings management

Unit I:

Introduction to Financial Accounting: Accounting as an information system, Importance and scope, Limitations, Accounting Concepts, Principles and conventions, accounting equation.

Unit II:

Accounting cycle: Nature of accounts, Types of accounts, Recording transactions in journal, Preparation of ledger accounts, Ledger balancing, Trial Balance

Unit III:

Preparation of financial statements: Trading Account, Profit & Loss Account and Balance Sheet, Adjustment entries.

Unit IV:

Indian Accounting Standards (Ind-AS): Concept, Benefits, Procedure for issuing Ind -AS in India, Salient features of Ind-AS issued by ICAI; **International Financial Reporting Standards (IFRS):** Main features, uses and objectives of IFRS, IFRS issued by IASB.

Unit V:

Earnings Management: Understanding annual report, Understanding Earnings management: Accounting Landmines, Red flags etc.

Textbooks:

1. R. Narayana Swamy, Financial Accounting, A Managerial Perspective, 7th Edition, PHI, 2022.
2. S N Maheshwari, Suneel Maheshwari, Financial Accounting, 6/e, Vikas Publishing House, 2018.

References:

1. Asish K. Bhattacharyya, Corporate financial reporting and analysis, 2/e, PHI, 2018.
2. R.K Arora Financial Accounting: Fundamental, Analysis and Reporting,2/e, Wiley,2018.
3. Parash, Basic Financial Accounting for Management,3/e, OXFORD University Press, New Delhi 2019.

Selling Skills

BBA I Year II Semester				School of Management				
Code	Category	Hours / Week		Credits	Marks			
BS22003	Core	L	T	P	C	CIE	SEE	TOTAL
		2	0	0	2	60	40	100

Course Objectives:

To create awareness to students on importance of sales in an organization and prepare students for a career in sales.

Course Outcomes: At the end of this course, the students will be able to

- Develop a deep understanding of core essential selling skills
- Know the steps in sales process and the influences on buying decisions.
- Apply techniques to effectively identify customer needs
- Apply techniques and strategies to overcome objections during a sale
- Effectively close a sale and follow-up

Unit I

Introduction: Importance of sales, Types of sales – Transactional, Consultative, Collaborative, Relationship selling. Upselling, Cross selling.

Unit II

Selling Process: Prospecting, Qualifying, Pre-Approach, Approach, Presentation, Handling Objections, Closure, Follow-Up.

Unit III

Understanding customer: Asking right questions, SPIN framework - Situation, Problem, Implication, and Need-payoff., Active Listening skills - Paraphrasing, summarizing, reflecting, and asking , BANT Framework - Budget, Authority, Need, and Timing.

Unit IV

Handling Objections: Stalling and objections, General objections raised – Budget based, need based, urgency based, Trust based. Dealing with objections – 4 Ps of objections: Perceived value, Personalization, Proof, Performance value. Few methods to answer objections – Substitution, Question, Boomerang, Demonstration, Superior- point, Third party methods.

Unit V

Closing the sale: Techniques of closing a sale: Summary close, Questioning close, Assumptive close, The puppy dog close, Soft close. Mistakes to avoid during a sales closure. Importance of follow-up.

Textbooks:

1. Richard R. Still, Edward W. Cundiff, Sales and Distribution Management, Pearson; Sixth edition, 2017

References:

1. The Users Guide for the Complete Sales Professional, Zig Ziglar, Jaico Publishing, 2006
2. Secrets of Successful Selling Habits, Zig Ziglar
3. The Science of Selling, David Hoffeld

Introduction to Operations Management

BBA I Year II Semester				School of Management				
Code	Category	Hours / Week		Credits	Marks			
BC22004	Core	L	T	P	C	CIE	SEE	Total
		2	0	0	2	60	40	100

Course Objectives:

The objective of this course is to familiarize students with operations and quality management functions of a firm.

Course Outcomes: At the end of this course, the students will be able to

- Describe functions of operations and demand forecasting techniques.
- Explain about capacity planning and aggregate planning in the organization
- Apply inventory management techniques
- Identify techniques of supply chain planning
- Explain quality control techniques

Unit I:

Operations Management: Operations as a source of competitive advantage, Difference between manufacturing and service. Types of decisions in production/operations management, Need of demand forecasting, Types of forecasting techniques, Steps in the Forecasting Process

Unit II:

Capacity and Aggregate Planning: Manufacturing operations and service operations, Capacity planning, Aggregate planning, Inputs and outputs of planning, Steps in aggregate capacity planning,

Unit III:

Materials Management: Objectives of materials management, Inventory management techniques - P (Fixed Period) system and Q (Fixed Quantity) system, Inventory Control techniques- EOQ model, ABC analysis.

Unit IV:

Supply Chain Management: Objectives of a Supply Chain, Activities Involved in Supply Chain Management, Evaluating Sources of Supply (Vendor Analysis), Logistics, Contemporary Developments in Warehousing, Introduction to Enterprise Resource Planning (ERP).

Unit V:

Quality Management: Elements and principles of Total Quality Management (TQM), Concept of Six sigma, Methodologies in Six sigma -DMAIC and DMADV.

Textbooks:

1. Nigel Slack, Alistair Brandon-Jones, Operations management, Pearson Education,9/e, 2019.
2. S.N. Chary, Production and Operations Management,6/e, 2019
3. Panneerselvam. R., Production and Operations Management, PHI, 2012

References:

1. Danny Samson, Operations Management: Integrated Approach, Cambridge, 1/e, 2008.
2. Kenneth K. Boyer, Rohit Verma, Operations Management, Cengage Learning, 1/e, 2009.

Business Statistics							
BBA I Year II Semester				School of Management			
Code	Category	Hours / Week		Credits	Marks		
BC22005	Core	L	T	P	C	CIE	SEE
		2	0	0	2	60	40
Total							

Course Objectives:

- To provide an overview on business statistics and applications of statistical techniques in business.

Course Outcomes: At the end of this course, the students will be able to

- Identify data sources for a given research problem
- Apply Sampling techniques for data collection
- Identify the applications of central tendency measures in usage of data
- Apply correlation measures to study correlations among variables
- Solve simple regression problems.

Unit I:

Introduction to Statistics: Meaning and Scope of Statistics, Role of Statistics for Business Decisions. Primary and Secondary data collection methods. Questionnaire Design. Classification of Data and Tabulation.

Unit II:

Sampling Techniques: Population, Sample, Advantages of Sampling over complete enumeration, Probability Sampling Methods-Simple Random Sampling, Stratified Random Sampling, Systematic Random Sampling methods.

Unit III:

Measures of Central Tendency: Arithmetic Mean, Median, Mode, Geometric Mean and Harmonic Mean with Business applications.

Measures of Dispersion – Range, Quartile deviation, Mean Deviation, Standard deviation and their relative measures with Business applications.

Unit IV:

Correlation: Definition of Correlation, Types of Correlation, Measures of Correlation: Karl Pearson and Spearman methods with business applications.

Unit V:

Regression: Definition of Regression, Correlation vs Regression, finding the regression lines (with business applications) and properties of regression coefficients.

Text Books

1. J.K Sharma, Business statistics, 5/e, Vikas Publishing, 2020.
2. S. C. Gupta and V. K. Kapoor: Fundamentals of Applied Statistics, S. Chand, 2014.

References

1. S.C. Gupta & Indra Gupta, Business Statistics, Hyderabad, Himalaya Publishing House, 2012.
2. S.P. Gupta, Statistical methods, Sultan Chand & Sons, New Delhi.
3. G.C. Beri, Business Statistics, McGraw Hill, New Delhi, 2009

Essential English for Better Communication

BBA I Year II Semester				School of Management				
Code	Category	Hours / Week		Credits	Marks			
BA22006	AECC	L	T	P	C	CIE	SEE	Total
		2	0	0	2	60	40	100

Course Objectives:

- Gain awareness of cultural differences in communication and learn strategies to communicate effectively in a global business environment
- Develop Effective Written Communication Skills
- Understand the Persuasive skills to use in various contexts

Course Outcomes: At the end of this course, the students will be able to

- Demonstrate the ability to communicate professionally
- Create Clear and Effective Business Documents
- Use interpersonal communication skills
- Present information clearly in various business contexts
- Write Reports Effectively

Unit I:

Introduction to Communication: Introduction, Globalization and Communication in English, Types of communication-verbal, non-verbal communication, barriers to communication

Unit II

Comprehending and Summarizing: Comprehension, Note-making and Summarization, Functions of Note-making, Characteristics of Effective Notes, Note-making Format, Abbreviations, Comprehension Techniques.

Unit III:

Writing for Specific Purposes: Writing a Notice, Format of a Notice, Messaging, Types, Minutes of the meeting, Steps for Recording Minutes, Advertisements, Characteristics of Good Advertisements, Types of Advertisements, and ways to create Effective Advertisements

Unit IV:

Professional Communication: Job Applications, Business Letters-Orders and Replies, Complaints and Claim Letters, Invitations and Replies, Report writing.

Unit V:

Writing for the Media: Writing reviews (books and films) –significance of reviews, Objectives of a review writer, Characteristics of a good review, Steps involved in writing a review, Structure and Format of a review

Text Books

1. Meyor, Caroline and Bring Dev. Communicating for Results. OUP 2021
2. Sinha, K K. and Saihgal Ruchi Business Communication. Taxman Publications, 2023
3. Gupta, C. B., Organizational Behaviour. S Chand publication, 2020.

References

1. Courtland, Bovee, et.al Business Communication Today, Pearson.2021
2. Kathryn Rents and Anupam Das. Business Communication: A Problem-Solving Approach. Mc Graw Hill, 2020.

Productivity Tools Lab							
BBA I Year II Semester				School of Management			
Code	Category	Hours / Week		Credits	Marks		
BS22201	SEC	L	T	P	C	CIE	SEE
		0	0	2	1	60	40
100							

Course Objectives:

This course empowers students with advanced Excel skills by enabling them to effectively address the challenges in data analysis, automation, and visualization within the business domain.

Course Outcomes: At the end of this course, the students will be able to

- Apply the advanced formulas and functions of Excel.
- Apply data analysis and visualization techniques through Pivot Tables, and Power Pivot.
- Automate tasks with macros and VBA scripting.
- Create dynamic and professional dashboards for data visualization.
- Integrate external data sources into Excel.

Week 1

- **Basic Functions in Excel:** Review of Basic Excel Functions
- **Conditional Formatting:** Highlighting data based on rules.

Week 2

- **Data Validation:** Ensuring data accuracy and consistency.
- **Data Consolidation:** Data Consolidation and Subtotals

Week 3

- **Logical Functions:** IF, AND, OR, IFS, COUNTIF, SUMIF, COUNTIFS, SUMIFS, COUNTA
- **Lookup & Reference Functions:** INDEX / MATCH, VLOOKUP/XLOOKUP, OFFSET, INDIRECT

Week 4

- **Text Functions:** UPPER, LOWER, PROPER, CONCATENATE, TEXT, JOIN, TRIM, CLEAN, SEARCH, FIND, SUBSTITUTE, REPLACE, CLEAN
- **Date & Time Functions:** TODAY, NOW, WEEKDAY, YEARFRAC, NETWORKDAYS.

Week 5

- **Statistical & Financial Functions:** FORECAST, TREND, CORREL, NPV, IRR, PMT.

Week 6

- **Data Tables:** One-variable what-if analysis, scenario building.

Week 7

- **PivotTables:** Multi-dimensional data analysis, filtering, grouping, calculations.

Week 8

- **Macros:** Introduction to Macros and VBA, Recording and Running Macros, Editing and Debugging Macros

Week 9

- **VBA Programming:** Custom functions, interacting with user input, data manipulation.

Week 10

- **Dashboards and Interactive Reports:** Creating reports with filters, slicers, and dynamic elements.

Textbooks:

1. Walkenbach, J., Excel 2019 Bible, Wiley.

References:

1. Jones, M. A. Advanced Excel Techniques: Unlock the Full Potential of Excel, Academic Press, 2020.
2. Mastering Advanced Excel: Tips and Techniques for Excel Power Users, HarperCollins, 2021.

Joy of Entrepreneurship

BBA I Year II Semester				School of Management				
Code	Category	Hours / Week		Credits	Marks			
BS22007	SEC	L	T	P	C	CIE	SEE	Total
		2	0	0	2	100	0	100

Course Objective

This course basically is a platform for interaction with entrepreneurs. The objective of this course is to introduce students to entrepreneurship and give them an opportunity to listen to real entrepreneurs and also to explore their motivation to start an enterprise. This is first among a set of courses to be offered in the entrepreneurship.

Course Outcomes: At the end of this course, the students will be able to

- Explore their motivation to start an enterprise
- Identify challenges and motivations of the entrepreneurship journey
- Identify the issues and challenges of entrepreneurship journey
- Get an opportunity to interact with various entrepreneurs (women, men, from different income classes, education backgrounds)
- Present their take aways from interactions with various entrepreneurs

Unit I

- Introduction to Entrepreneurship, Characteristics of entrepreneur, Skills and attitudes needed for entrepreneurship. Interaction with entrepreneurs.

Unit II

- Journey of an entrepreneur, Steps in entrepreneurship, entrepreneurship and diversity, Interaction with entrepreneurs from informal and formal sectors.

Unit III

- Identifying opportunities, Market segments, Challenges, Life stories of entrepreneurs, Case studies on challenges in their journey

Unit IV

- Cases and concepts on understanding strategies of successful and failures in enterprises

Unit V

- Presentations and Case studies on entrepreneurship.

Text books

- Vasant Desai, Entrepreneurship and Management of Small and Medium Enterprises, Himalaya Publishing House, 2011

- T V Rao and Donald F Kuratko, *Entrepreneurship – A South Asian Perspective*, Cengage; 1st edition. 2012.

References

- Interactions with entrepreneurs from various sectors
- Rahul Saria and Zebra Learn, *Startup Finance 360° - Founder's Guide to Startup Finance | Funding, Valuation, Financial Management, and Entrepreneurial Success Strategies for Indian Startups*, Zebra Learn Pvt Ltd; First Edition 2023, Zebra Learn Pvt Ltd., Surat, India.
- Biographies
- Case studies and discussions

Mini Project - II

BBA I Year II Semester			School of Management					
Code	Category	Hours / Week	Credits	Marks				
BP22202	Project	L	T	P	C	CIE	SEE	Total
		0	0	6	3	60	40	100

Course Objectives:

- The aim of Mini projects is to enable students to generate ideas or identify the problem/issues by understanding the remote, non-remote areas or surrounding of their society and apply their practical knowledge and provide the solutions.

Suggested contents of the Mini Project Report are:

Topic of the Project

➤ Chapter I

- Brief Introduction Review of Literature Research Gaps Research Questions
- Objectives of the Study
- Scope of the Study
- Period of the Study
- Sample Data Collection Primary Data Secondary Data

➤ Chapter II

- Data Interpretation, Suggestions Conclusion References to be enclosed

Fundamentals of Supply Chain Management

BBA II Year I Semester				School of Management				
Code	Category	Hours / Week		Credits	Marks			
BC23001	Core	L	T	P	C	CIE	SEE	Total
		2	0	0	2	60	40	100

Course Objectives:

To identify how an entity operates in a business environment along with the basic concepts in Supply Chain Management and allied functions.

Course Outcomes: At the end of this course, students will be able to

- Explain the basic concepts of supply chain management (SCM) along with its processes and decision phases.
- Analyse the role of procurement and logistics management in SCM.
- Identify the major elements and important structures in SCM.
- Study the digital transformation in the areas of supply chain and logistics.
- Evaluate various challenges of global supply chain and logistics along with the ethics in it.

Unit I:

Supply Chain Concepts: Concept & definitions in supply chain, Objectives of a Supply Chain, Stages of Supply Chain, Cycle view of Supply Chain Process, Decision Phases in Supply Chain Management.

Unit II

Procurement and Logistics Management: Procurement Process and Supplier Relationship Management, Logistics and Distribution Management, Role of 3PL (Third-Party Logistics) and 4PL (Fourth-Party Logistics) in Supply Chains, Bullwhip effect.

Unit III

SCM Structure: Elements of SC, Upstream, Downstream, Information/Material Flow, Push/Pull System, value-added services, Structure of an SC, push based SC, Pull based SC, Trade-off between Push & Pull.

Unit-IV

Digital Transformation in Supply Chains: Emerging Technologies: AI, IoT, and Blockchain in SCM, Role of Data Analytics and Business Intelligence in SCM, E-commerce and Omnichannel Supply Chain Strategies.

Unit-V:

Global SCM & Sustainability: Global Sourcing and International Logistics, Risk Management in Global Supply Chains, Green and Sustainable Supply Chains, Ethical Issues in Supply Chain and CSR.

Text books:

1. Sunil Chopra and Dharam Vir Kalra (2024). Supply Chain Management: Strategy, Planning, and Operation, 7/e, Pearson.
2. F. Robert Jacobs and Ravi Shankar (2023). Operations and Supply Chain Management, 17/e, McGraw Hill.
3. S N Chary (2019) Production and Operations Management, 6/e, McGraw Hill.

References

1. Roberta S. Russell, Venkataramaiah S Pavan Kumar G (2023) Operations and Supply Chain Management, 10ed, An Indian Adaptation, Wiley.
2. Cecil Bozarth, Robert Handfield (2019) Introduction to Operations and Supply Chain Management, Global Edition, 5E, Pearson.

Introduction to Data and Business Analytics

BBA II Year I Semester					School of Management			
Code	Category	Hours/Week			Credits	Marks		
		L	T	P	C	CIE	SEE	Total
BC23002	Core	2	0	0	2	60	40	100

Course Objective:

To equip students with a foundational understanding of data analytics concepts, statistical techniques, and predictive modelling tools, enabling them to analyze business data effectively and derive actionable insights.

Course Outcomes: At the end of this course, the students will be able to

- Explain the fundamentals of business analytics, identify types of data.
- Compute and interpret descriptive statistics and probability distributions to summarize and analyze datasets effectively.
- Perform hypothesis testing, correlation analysis, and regression modelling to draw inferences and predict outcomes from data.
- Write basic scripts in Python and R to manipulate data, perform calculations, and implement conditional logic for business applications.
- Apply supervised and unsupervised learning methods to build predictive models and evaluate their performance using metrics like accuracy and RMSE.

Unit I

Fundamentals of Business Analytics: Definition and Importance, **Understanding Data:** Population, Samples, Datasets, Variables, and Observations, Types of Data (Categorical, Numerical, Ordinal, etc.), Modeling Stages in Business Analytics, **Introduction to Data Visualization:** Common Data Visualization Tools (Excel, Tableau, Power BI), Common Data Visualization Techniques (Types of charts and graphs)

Unit II

Interpretation and Application of Descriptive Statistics in Business Analytics: Measures of Central Tendency (Mean, Median, Mode), Measures of Dispersion (Variance, Standard Deviation, Range, IQR, Descriptive Measures for Categorical & Numerical Variables)

Introduction to Probability and Probability Distributions: Basic Probability Rules, Discrete & Continuous Distributions (Binomial, Normal, Poisson)

Unit III

Fundamentals of Sampling, Hypothesis Testing: Procedure of Hypothesis testing, Null & alternative Hypotheses, p-values and Confidence Intervals, **Correlation Analysis:** Karl Pearson's Correlation

Coefficient, **Regression Analysis**: Simple Linear Regression using Least Squares Method, Multiple Regression and Interpretation.

Unit IV:

Introduction to Python and R: Importance of programming in Business Analytics, Overview of Python and R: Key differences and use cases

Basic Syntax and Operations: Variables, data types, and operators in Python & R, Conditional statements and loops, Functions and basic operations

Unit V:

Introduction to Predictive Analytics: Definition and importance in business, Real-world applications in marketing, finance, and operations

Unsupervised Learning Methods: Cluster Analysis (K-Means, Hierarchical Clustering), Association Rule Mining (Apriori Algorithm)

Supervised Learning: Classification and Regression Trees (CART), k-Nearest Neighbors (KNN)

Text Books:

1. Provost, F., & Fawcett, T., Data science for business: What you need to know about data mining and data-analytic thinking, O'Reilly Media, 2013
2. Kumar, U. D. Business analytics: The science of data-driven decision making. Wiley, 2017
3. McKinney, W., Python for data analysis: Data wrangling with pandas, NumPy, and IPython, 2/e, O'Reilly Media, 2017

References:

1. Laursen, G. H. N., & Thorlund, J. (2010). Business analytics for managers: Taking business intelligence beyond reporting. Wiley.
2. Montgomery, D. C., & Runger, G. C. (2018). *Applied statistics and probability for engineers* 7/e, Wiley.
3. James, G., Witten, D., Hastie, T., & Tibshirani, R. (2013). *An introduction to statistical learning: With applications in R*. Springer.

Financial Analysis & Control

BBA II Year I Semester					School of Management			
Code	Category	Hours/Week			Credits	Marks		
BC23003	Core	L	T	P	C	CI E	SEE	Total
		3	0	0	3	60	40	100

Course Objective:

The course equips students with the knowledge and skills to analyze and evaluate financial statements.

Course Outcomes: At the end of this course, the students will be able to

- Compute financial ratios to assess a company's financial health and performance
- Compare and contrast financial statements using horizontal, vertical, and trend analysis techniques to evaluate the financial performance
- Construct cash flow statements as per standard accounting practices to analyze cash movements in an organization
- Demonstrate the impact of different depreciation methods on asset valuation and financial statements
- Analyze and interpret the additional disclosures in financial statements, including auditors' reports, notes, and segment reporting, to evaluate the transparency and compliance of listed companies.

Unit I:

Financial Statement Analysis – I: Ratio Analysis, Classification and computation of liquidity, Solvency, Profitability, and Efficiency ratios, Interpretation of ratio analysis, DuPont analysis (simple problems).

Unit II:

Financial Statement Analysis – II: Comparative financial statements (Horizontal Analysis), Common-Size statements (Vertical Analysis), Trend analysis

Unit III:

Cash Flow Statements: Classification of cash flows: Operating, Investing, and Financing activities, Preparation of cash flow statement.

Unit IV:

Depreciation: Causes of depreciation, Methods of depreciation: Straight line method (SLM), Written down value method (WDV) / declining balance method, Sum of years' digits method. Impact of the change of depreciation methods on the income.

Unit V:

Understanding financial statements: Additional information in financial statements, Information to be provided by listed companies, Auditors report-scope, Opinion and fairness, Notes to financial statements, Segment reporting (Basics only).

Text Books:

1. R. Narayana Swamy, Financial Accounting, A Managerial Perspective, 7/e, PHI, 2022.
2. S N Maheshwari, Suneel Maheshwari, Financial Accounting, 6/e, Vikas Publishing House, 2018

Reference Books

1. Asish K. Bhattacharyya, Corporate financial reporting and analysis, 2/e, PHI, 2018
2. R.K Arora Financial Accounting: Fundamental, Analysis and Reporting,2/e, Wiley,2018.
3. Parash, Basic Financial Accounting for Management,3/e, OXFORD University Press, New Delhi 2019.

Fundamentals of Macro Economics

BBA II Year I Semester					School of Management			
Code	Category	Hours/Week			Credits	Marks		
BC23004	Core	L	T	P	C	CIE	SEE	Total
		3	0	0		60	40	100

Course Objective:

The course equips with the elements & theories of functioning of the economy.

Course Outcomes: At the end of the course, students will be able to

- Discuss the basic concepts and theories of Macroeconomics
- Measure and estimate different concepts of National Income
- To help form a clear view of the various components of financial markets and intermediaries
- To introduce practical aspects of tax planning as an important managerial decision-making process
- Identify the importance of tax system and applying in the real life

Unit I

Introduction to Macroeconomics: Meaning, Nature of macro economics, National income, Gross domestic product, Gross national product, Net national product, Per capita income, Disposable income, Methods of national income measurement.

Unit II

Theory of Employment: Keynesian theory of employment, Theories of economic growth, Harrod-Domar model, Solow model

Unit III

Money & Fiscal Policy: Definition and functions of monetary and fiscal policy, Instruments of Monetary and fiscal policy, Analysis of inflation and unemployment

Unit IV

Introduction to Public Pol (Policy of Intervention): Introduction to tax, Tax system in India, Progressive, Regressive and digressive tax GST, Tax avoidance and Tax evasion

Unit V

Business Cycles: Introduction to trade, Types of trade, World trade organization, Structure and functions of world trade organization, Business cycle, Phases of business cycle

Text Books

1. Misra and Puri, Indian Economy, 39/e, HPH, 2021

References

Digital Payments & Interfaces

BBA II Year I Semester					School of Management			
Code	Category	Hours/Week			Credits	Marks		
BE23005	Elective I	L	T	P	C	CI E	SEE	Total
		3	1	0	4	60	40	100

Course Objective:

To equip students with a comprehensive understanding of digital payment systems and user interfaces.

Course Outcomes: At the end of this course, the students will be able to

- Explain the role & elements of digital payment system.
- Analyze the underlying technologies and infrastructure supporting digital payments.
- Evaluate the legal, regulatory, and security aspects of digital payments.
- Assess the impact of user interface design and customer experience on the adoption and trustworthiness of digital payment platforms.
- Identify emerging trends and innovations in digital payments.

Unit I

Introduction to the digital payment environment: Evolution of digital payment systems, Traditional vs. Digital payments. **Overview of payment system stakeholders:** Banks, Payment gateways, Regulators, Merchants, Advantages, challenges, and Risks of digital payments.

Unit II

Digital Payment Infrastructure & Technologies: Key technologies: NFC, QR Code, Bluetooth, RFID, and biometrics, Role of APIs in payment integration, Payment gateways and processors

UPI ecosystem: IMPS, NEFT, RTGS, POS terminals and smart devices for payments.

Unit III

Regulatory Framework & Security in Digital Payments: Regulatory bodies: RBI, NPCI, and global standards (PCI DSS, PSD2), Overview of Data privacy laws (e.g., India's DPDP Act 2023, GDPR overview), KYC, AML, and Transaction monitoring, Cybersecurity threats and fraud prevention, **Authentication mechanisms:** 2FA, OTP, biometric authentication.

Unit IV

User Interfaces & Customer Experience: Principles of good payment interface design, Mobile-first UX strategies, Designing for trust and transparency in digital payments,

Case studies: Google Pay, PhonePe, Paytm, BharatPe, Amazon Pay, User onboarding, error handling, and customer support in digital payments.

Unit V

Trends, Innovations & Future of Digital Payments: Fintech, Insurtech, and RegTech applications in payments, Blockchain and cryptocurrency-based payment systems, CBDC (Central Bank Digital Currency) – AI/ML in fraud detection and payment personalization.

Text books:

1. Ravi Kalakota & Andrew B. Whinston, Electronic Commerce: A Managerial Perspective, 5/e Pearson, 2023

References:

1. V. Rajaraman, Digital Payments, 1/e, Oxford University Press, 2023
2. Chris Skinner, Digital Bank: Strategies to Launch or Become a Digital Bank, 2/e, Marshall Cavendish, 2023
3. NPCI and RBI publications – available on official websites (for UPI, Bharat BillPay, e₹, etc.)
4. World Bank & McKinsey reports on digital finance
5. Online whitepapers and blogs from Razorpay, Stripe, PhonePe, NPCI

Human Resource Planning								
BBA II Year I Semester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
BE23006	Elective I	L	T	P	C	CIE	SEE	Total
		3	1	0	4	60	40	100

Course Objective

This course aims to provide students with a comprehensive understanding of the concepts, techniques and models involved in Human resource planning (HRP), ensuring they can align workforce planning with organizational goals.

Course Outcomes: At the end of the course students will be able to

- Explain the significance of HRP in achieving organizational goals.
- Apply forecasting techniques and workforce analytics in HRP.
- Design data-driven talent acquisition, retention, and succession plans.
- Evaluate the effectiveness of succession planning and career development models.
- Assess the role of AI, predictive analytics, and automation in HRP.

Unit I

Fundamentals of Human Resource Planning: Meaning, Scope, and objectives of HRP, Strategic role of HRP in organizations, Global HRP practices and trends, Internal and external factors influencing HRP, Linking HRP with strategic business goals

Unit II

Workforce Demand and Supply Forecasting: Job analysis and Job designing: methods and applications in HRP. **Techniques of demand forecasting:** Delphi technique, Work-study Techniques. **Supply Forecasting Techniques:** Markov Analysis, Replacement Charts.

Unit III

Recruitment & Selection: Recruitment - sourcing candidates, Selection processes- application screening, Interviewing techniques, Legal and ethical considerations in recruitment and selection, Retention strategies, Employee engagement.

Unit IV

Succession Planning and Career Development: Objectives and process of succession planning, Identifying high-potential employees (HIPO) for leadership roles, Career pathing and development plans, Competency mapping for leadership development

Unit V

Technology in HRP: AI and automation in HRP, HR information system(HRIS), Enterprise Resource Planning(ERP), Applicant Tracking system(HRP), Role of HR analytics in HRP, technological challenges in HRP.

Textbooks

1. Gary Dessler – Human Resource Management, Global Edition, 2023.
2. David A. DeCenzo, Stephen P. Robbins, and Susan L. Verhulst – Fundamentals of Human Resource Management, 2023.
3. Michael Armstrong – Armstrong's Handbook of Human Resource Management Practice, 2023.

References

1. Wayne F. Cascio – Managing Human Resources, 2022.
2. John Bratton and Jeffrey Gold – Human Resource Management: Theory and Practice, 2022.

Consumer Behaviour

BBA II Year I Semester					School of Management			
Code	Category	Hours/Week			Credits	Marks		
		L	T	P	C	CIE	SEE	
BE23007	Elective I	3	1	0	4	60	40	100

Course Objective:

The objective of the course is to provide key tools and frameworks for analyzing consumer behavior in order to solve marketing problems.

Course Outcomes: At the end of this course, the students will be able to

- Apply consumer behaviour concepts to marketing situations
- Evaluate psychographic dimensions of consumers
- Analyse role of attitudes and personality on consumer behaviour.
- Develop differentiated strategies for consumer markets on the basis of the cultural and group influences
- Analyze consumer decision making stages and deduce strategies

Unit I

Introduction to Consumer Behavior: Introduction, Consumer roles, Consumer perspective, Segmentation, Targeting and Positioning, Wheel of Consumer analysis, Marketing strategy and Consumers

Unit II

Self-concept and Motivation: Psychographic dimensions, Self-concept, Perception, Theories of learning, Motivation

Unit III

Attitude and Personality: Attitudes, Change of attitude, Functions of attitude, Attitude models, Personality, Personality theories.

Unit IV:

Culture and Group dynamics: Characteristics of culture, Sub-cultures, social class, Social factors, Reference groups, Reference group influences, Family life cycle Stages, Family influences, Opinion leaders

Unit V:

Consumer Behavior Models: Consumer involvement, Pre-purchase, Purchase, Post purchase behaviour, Howard and Sheth, Nicosia and Engel and Blackwell model, Miniard Model.

Text Books:

1. Kumar, Leon G, Schiffman, Joe, Wisenblit, S.Ramesh, Consumer Behaviour, 12/e, Pearson, 2018
2. Michael R. Solomon, Tapan Kumar Panda, Consumer Behaviour, 13/e, Pearson Education, 2020
3. Zubin Sethna, Jim Blythe, Consumer Behaviour, 5/e, Sage, 2023.

References:

1. David L. Mothersbaugh, Del I. Hawkins et.al., Consumer Behaviour: Building Marketing Strategies, 15/e, McGraw Hill, 2024
2. Suja R Nair, Consumer Behaviour and Marketing Research, Himalayan Publishing House, 2/e, 2015.

Supply Chain Strategy

BBA II Year I Semester				School of Management				
Code	Category	Hours / Week		Credits	Marks			
BE23008	Elective I	L	T	P	C	CIE	SEE	Total
		3	1	0	4	60	40	100

Course Objectives

This course aims to provide students with an understanding of the strategic importance of Supply Chain Management in modern business. Students will explore the key components and strategies in supply chain management including logistics, procurement, operations, and distribution and familiarize themselves with modern technologies and innovations shaping supply chain management today.

Course Outcomes: At the end of this course, students will be able to

- Explain the key concepts and frameworks in supply chain strategy.
- Analyze and evaluate the strategic decisions involved in managing supply chains.
- Demonstrate the ability to design and optimize supply chains based on various business needs.
- Appreciate the role of technology and innovation in improving supply chain performance.
- Apply supply chain strategies in real-world scenarios to achieve competitive advantage.

Unit I:

Introduction to Supply Chain Management: Definition and Importance of Supply Chain Management; Supply Chain Strategy and its Role in Business Success; Evolution of Supply Chains: From Traditional to Digital; Components of Supply Chain – Procurement, Production, and Distribution.

Unit II

Strategic Supply Chain Design: Supply Chain Network Design: Models and Approaches; Location Decisions and Facility Layouts; Demand Forecasting and Inventory Management Strategies; Make-or-Buy Decisions and Outsourcing; Collaboration and Partnering in the Supply Chain.

Unit III

Supply Chain Operations and Optimization: Key Performance Indicators (KPIs) in Supply Chain Management; Supply Chain Optimization Models; Lean Supply Chain and Just-in-Time (JIT) Practices; The Role of Technology in Supply Chain Optimization; Sustainable Supply Chain Practices.

Unit-IV

Technology in Supply Chain Strategy: The Role of Information Technology in Supply Chain Management; E-commerce and its Impact on Supply Chains; Artificial Intelligence (AI) and Machine Learning in Supply Chain Optimization; Internet of Things (IoT) and its Applications in Supply Chains.

Unit-V:

Emerging Trends and Global Challenges: Globalization and its Impact on Supply Chain Strategy; Ethical and Social Responsibility in Supply Chains; Resilient Supply Chains: Building for Flexibility and Agility; The Impact of Climate Change on Supply Chain Strategy; Circular Economy and Closed-Loop Supply Chains.

Text books:

1. Sanders, N. R. Supply chain management: A global perspective. John Wiley & Sons. 2020
2. Ivanov, D., Tsipoulanidis, A., Schönberger, J., Ivanov, D., Tsipoulanidis, A., & Schönberger, J. Basics of supply chain and operations management (pp. 3-19). Springer International Publishing. 2021
3. Sunil, C. Supply Chain Management: Strategy, Planning, And Operation, 5/e. Pearson India, 2013

References

1. Christopher, M, Logistics and supply chain management. Pearson UK 2022.
2. Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E., Designing and managing the supply chain: Concepts, strategies, and cases. New York: McGraw-hill 1999

Tax Planning

BBA II Year I Semester					School of Management			
Code	Category	Hours/Week			Credits	Marks		
BE23009	Elective II	L	T	P	C	CIE	SEE	Total
		3	1	0	4	60	40	100

Course Objective:

The course familiarizes the students with the personal and corporate tax laws and develops an awareness of tax planning methods

Course Outcomes: At the end of this course, the students will be able to

- Distinguish between direct and indirect taxes and decide on the residential status of an individual.
- Compute taxable income from salary by applying tax rules to different salary structures and explore avenues to minimize the tax
- Compute the annual value of a house property based on different scenarios.
- Compute taxable income from the business applying permissible deductions and expenses.
- Compute Capital gains and draw plans for minimum tax liability.

Unit I:

Introduction: Definitions and Basic Concepts: Assessee, Deemed assessee, Assessee in default Assessment Year, Previous Year, General Principles of Taxation, Distinction between direct and Indirect taxes, Person, Incomes, Total Income, Residential Status, Resident, Ordinary & Not ordinary resident, Non resident of individual with incidence of tax.

Unit II:

Income from Salary: Income from Salary, Features of Salary Income, Basic salary allowance, Types, Perquisites, Types Sec.89 (1), Tax Rebate u/s.88, Problems Deductions u/s. 16, Computation of Income from Salary (Including numerical Problems)

Unit III:

Income from House Property: Introduction, Annual value under different situations (self-occupied, Let out, Partly self-occupied partly, Let out – Portion wise and time wise, Deductions (u/s 24) (including simple numerical problems).

Unit IV:

Income from Business and Profession: Permissible deductions, Disallowable expenses, Income and expenses of illegal business, Computation of business income from business and profession, Doctors, lawyers, Chartered accountants, Engineers. etc., (Simple Numerical Problems.)

Unit V:

Income from Capital Gains: Meaning of capital gains, Long-term and short-term capital gains, Tax planning of long-term capital gains, Exemptions relating to long-term capital gain, Adoption of investment planning for minimum tax liability. (simple numerical problems)

Text Books:

1. V.P. Gaur & D.B Narang: Income Tax Law and Practice: 49/e, Kalyani Publishers. 2024/2025
2. Dr. M.N. Ravi: Taxation: Professional Books Publisher, January 2024.

References:

1. Dr.Vinod K. Singhania & Dr.KapilSinghania: Direct Taxes Law & Practice: Taxman
2. Dr.H.C. Mehrotra & Dr.S.P.Goyal, Income Tax including Tax planning & Management,42/e, Sahitya Bhawna Publication 2024

Performance Management

BBA II Year I Semester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
BE23010	Elective II	L	T	P	C	CIE	SEE	Total
		3	1	0	4	60	40	100

Course Objective

This course aims to provide students with comprehensive knowledge and practical skills in performance management by exploring its core principles, planning and appraisal techniques, employee development methods and emerging trends.

Course Outcomes: At the end of this course, students will be able to

- Explain the fundamentals and challenges of performance management systems.
- Design Performance goals and align performance metrics with organizational strategy.
- Identify performance appraisal methods and recognize rating errors.
- Explore development plans and coaching techniques to enhance performance.
- Analyze current trends and technologies emerged in performance management.

Unit I

Introduction to Performance Management: Concept and Importance of performance management, Performance management vs. performance appraisal, Key components of performance management system (PMS), Challenges in implementing performance management.

Unit II

Performance Planning and Goal Setting: Performance planning process, Barriers in performance planning, Key performance areas (KPAs), Key performance indicators (KPIs)

Goal setting: SMART goals approach, Performance agreements, Performance metrics, Linking employee performance to strategic goals.

Unit III

Performance Appraisal Techniques: **Traditional methods:** Ranking method, Graphic rating scale, Critical incident technique, Checklist method, **Modern Methods:** 360-Degree feedback, Balanced scorecard, MBO, BARS, Assessment centre, Performance review meetings, Rating errors.

Unit-IV

Performance Management and Employee Development: Identifying and addressing poor performance, Personal developmental plans, Coaching, Process and styles, Mentoring for performance improvement, Performance counseling, Linking performance management to career progression.

Unit-V

Emerging Trends in Performance Management: Continual Feedback system, Agile Goal Setting, AI in PM, Employee Well-being & Holistic Growth, Emphasis on Inclusion, Diversity & Fairness, PM in Hybrid & Remote Work

Textbooks

1. Aguinis, Herman. *Performance Management*. Pearson Education, 2023.
2. Armstrong, Michael, and Angela Baron. *Managing Performance: Performance Management in Action*. Kogan Page, 2022.
3. Daniels, Aubrey C. *Performance Management: Changing Behavior That Drives Organizational Effectiveness*. 5th ed., Performance Management Publications, 2020.

References

1. *HBR Guide to Performance Management*. Harvard Business Review Press, 2022.
2. Pulakos, Elaine D. *Performance Management: A New Approach for Driving Business Results*. Wiley, 2021.
3. Cappelli, Peter, and Anna Tavis. *Reinventing Performance Management*. Harvard Business Review Press, 2021.

Digital Marketing

BBA II Year I Semester					School of Management			
Code	Category	Hours/Week			Credits	Marks		
BE23011	Elective II	L	T	P	C	CIE	SEE	Total
		3	1	0	4	60	40	100

Course Objective:

The objective of this course is to provide basic knowledge of digital marketing framework, drivers and online consumer behavior.

Course Outcomes: At the end of this course, the students will be able to

- Explore the opportunities in digital marketing
- Estimate key elements of marketing in digital era.
- Effectively analyze the digital consumer and his/her behavior.
- Critically evaluate the key drivers of Digital Marketing.
- Describe the current trends and opportunities in Digital Marketing

Unit I

Basics of Digital Marketing: Introduction to Digital Marketing – Evolution of Digital Marketing, Why Digital Marketing, Applications of Digital Marketing, Digital Marketing vs Traditional Marketing, Digital Marketing Framework

Unit II

Marketing in the Digital Era: E-Marketing, The online Marketing Mix, Factors impacting Digital Marketplace, Value Chain Digitization, The Online Marketing Mix, Issues of Online Marketing

Unit III

The Consumer in the Digital World: The Online Consumer, Consumer Behavior on the Internet, Managing Consumer Demand, Integrated Marketing Communications (IMC), Impact of Digital Channels on IMC, CRM in a Web2.0 World

Unit IV:

Business Drivers in the Virtual World: social media, Online Branding, Traffic Building, Web Business Models E-Commerce, Email Marketing, Mobile Marketing, Viral Marketing, Establishing Online Brand

Unit V:

The Contemporary Digital Revolution: Online Communities and Co-creation, Role of Games and apps in marketing, The world of Facebook, Emerging Trends and Concepts, Emerging opportunities in Digital Marketing.

Text Books:

1. Puneet Bhatia, Fundamentals of Digital Marketing, Pearson Education India, 2e, 2019.
2. Vandana Ahuja, Digital Marketing, Oxford University Press, 2015

References:

1. Ian Dodson, The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns, John Wiley & Sons, 2016.
2. Damian Ryan, Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page, 2014.
3. Dave Chaffey / Fiona Ellis-Chadwick, Digital Marketing: Strategy Implementation and Practice, Pearson

Inventory Management

BBA II Year I Semester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
BE23012	Elective II	L	T	P	C	CIE	SEE	Total
		3	1	0	4	60	40	100

Course Objectives:

To have a comprehensive understanding of inventory management and its role in supply chain operations. It covers key inventory control techniques, demand forecasting methods, and optimization strategies to minimize costs and enhance efficiency.

Course Outcomes: At the end of this course, students will be able to

- Describe the role and significance of inventory in supply chain management.
- Apply different inventory control techniques and models to optimize inventory levels.
- Analyse demand forecasting techniques and their impact on inventory decisions.
- Evaluate the impact of technology such as AI, IoT, and automation in inventory management.
- Develop strategies for reducing inventory costs while ensuring supply chain efficiency.

Unit I:

Fundamentals of Inventory Management: Introduction to Inventory Management, Role of Inventory in Supply Chain Management, Types of Inventories: Raw Material, Work-in-Progress, Finished Goods, MRO, Inventory Costs: Carrying Costs, Ordering Costs, Stockout Costs.

Unit II

Inventory Control Techniques: Economic Order Quantity (EOQ) Model, ABC, XYZ, and HML Analysis, Just-in-Time (JIT) Inventory System, Safety Stock and Reorder Point Calculations, Vendor-Managed Inventory (VMI) and Collaborative Planning.

Unit III

Demand Forecasting and Inventory Optimization: Importance of Demand Forecasting in Inventory Management, Forecasting Methods: Qualitative & Quantitative Approaches, Inventory Optimization Strategies, Bullwhip Effect in Inventory Management.

Unit-IV

Technology in Inventory Management: Role of Artificial Intelligence (AI) and Machine Learning in Inventory Control, Internet of Things (IoT) for Real-time Inventory Tracking, RFID and Barcode Technology in Inventory Management, Cloud-based Inventory Management Systems.

Unit-V:

Trends and Challenges in Inventory Management: Sustainable Inventory Management, Reverse Logistics and Inventory Recovery, Challenges in Global Inventory Management, Case Studies on Inventory Management in Leading Companies.

Text books

1. Edward A. Silver, David F. Pyke, Douglas J. Thomas Inventory and Production Management in Supply Chains 4/e, CRC Press, 2021
2. Sunil Chopra and Dharam Vir Kalra, Supply Chain Management: Strategy, Planning, and Operation, 7/e, Pearson, 2024
3. F. Robert Jacobs and Ravi Shankar, Operations and Supply Chain Management, 17/e, McGraw Hill, 2023.

References

1. S N Chary, Production and Operations Management, 6/e, McGraw Hill, 2019.
2. Roberta S. Russell, Venkataramaiah S; Pavan Kumar G (2023) Operations and Supply Chain Management, 10/e, An Indian Adaptation, Wiley.
3. Cecil Bozarth, Robert Handfield, Introduction to Operations and Supply Chain Management, Global Edition, 5/e, Pearson, 2019.

Python Programming for Business Analytics Lab

BBA II Year I Semester				School of Management				
Code	Category	Hours / Week		Credits	Marks			
BS23201	SEC	L	T	P	C	CIE	SEE	Total
		0	0	2	1	60	40	100

Course Objectives:

This course introduces Python programming with a focus on business data analysis. It enables students to develop practical skills in writing Python programs, handling data using libraries, and applying programming to solve real-world business problems.

Course Outcomes: At the end of the course students will be able to

- Explain the fundamentals of Python programming.
- Apply control structures to solve problems.
- Write simple scripts using different data structures in Python.
- Use libraries like NumPy and Pandas for data handling and analysis.
- Perform basic data visualization using Matplotlib and Seaborn

Unit I:

Introduction to Python Programming: Basics of programming languages, Installing python and IDEs (Jupyter Notebook, VS Code), Variables, Data types, Type conversion, Input/output, Comments, operators, Writing and executing python scripts

Unit II

Control Structures and Functions: Conditional statements - if, elif, else, Loops - for, while, break, continue, Functions - defining, calling, arguments, return values, Lambda functions

Exception handling - try, except, finally.

Unit III

Data Structures in Python: Strings, Lists, Tuples, Sets, Dictionaries, List comprehensions and dictionary comprehensions, Iterating and manipulating data structures, Use of built-in functions

Unit-IV

NumPy and Pandas for Data Analysis: Introduction to NumPy - arrays, indexing, slicing, mathematical operations, Introduction to Pandas - Series, Data Frames, Data import/export (CSV, Excel), Data wrangling - missing values, filtering, sorting, grouping.

Unit-V:

Data Visualization with Python: **Introduction to Matplotlib** - line, bar, histogram, pie charts, **Introduction to Seaborn** - box plots, scatter plots, heatmaps, **Customizing plots** - titles, labels, legends, colors, Business applications of visual analytics

Textbooks:

1. Reema Thareja, Python Programming Using Problem Solving Approach, Oxford University Press, 2021.
2. Wes McKinney, Python for Data Analysis, O'Reilly Media, 2/e, 2017.

References:

1. Severance, c. Python for everybody: exploring data using python 3, Create space independent publishing platform, 2016.
2. Downey, a. B. Think python: how to think like a computer scientist (3rd ed.). O'reilly media, 2024
3. Grus, J. Data science from scratch: first principles with python (2nd ed.). O'reilly media 2019.

Journey of Entrepreneurship - II

BBA II Year I Semester				School of Management				
Code	Category	Hours / Week		Credits	Marks			
BS23013	SEC	L	T	P	C	CIE	SEE	Total
		1	0	0	1	100	-	100

Course Objectives:

This course is an interaction and activity-based course. The objective of this course is introduce students to entrepreneurship and an opportunity to listen to real entrepreneurs and also to explore their motivation to start an enterprise. This is first among the courses to be offered in the entrepreneurship courses series.

Course Outcomes: At the end of the course students will be able to

- Explore their motivation to start an enterprise
- Identify challenges and motivations of entrepreneurship journey
- Identify the elements of entrepreneurship journey
- Get an opportunity to interact with various entrepreneurs
- Present their take aways from interactions with various entrepreneurs

Concepts

- Innovative ideas and start-ups
- Market segments
- Components of entrepreneurship journey
- Approach strategies of successful and failure enterprises
- Types of investors
- Case studies and interactions

Resources

- Interactions with entrepreneurs from various sectors
- Case studies and discussions
- Rahul Saria and Zebra Learn, Startup Finance 360° - Founder's Guide to Startup Finance | Funding, Valuation, Financial Management, and Entrepreneurial Success Strategies for Indian Startups, Zebra Learn Pvt Ltd; First Edition 2023, ; ZebraLearn Pvt Ltd., Surat, India.
- Peter Thiel, Blake Masters, Zero to One, Random House; 2014
- Eric Ries, The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses, 2011
- Lee Swanson, University of Saskatchewan, Entrepreneurship and Innovation Toolkit, Openpress.USAsk.CA, 2017
-

Cross Cultural Management

BBA II Year II Semester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
BO24001	OE	L	T	P	C	CIE	SEE	Total
		2	0	0	2	60	40	100

Course Objective

This course aims to equip students with the knowledge and skills to effectively manage and work in culturally diverse environments, addressing challenges and managing cultural diversity for organizational success.

Course Outcomes: At the end of this course, the students will be able to

- Explain the fundamental concepts and impact of culture on business practices.
- Apply cultural dimension models to analyze cross-cultural differences.
- Assess the influence of culture on organizations and diversity management.
- Demonstrate effective communication and negotiation across cultures.
- Develop skills to handle ethical issues and build cross-cultural competence.

Unit I

Introduction: Definition, Nature and determinants of culture, Values and beliefs, Facets of culture, Different levels, Dimensions of culture, Types of culture, Impact of culture on business practices.

Unit II

Cultural Dimensions: Hofstede's cultural dimensions, Trompenaars' model of national culture, Edward Hall's high-context and low-context cultures.

Unit III

Culture and Organizations: Culture and organization structures, culture and strategy, Culture and marketing, Cultural diversity, Types and challenges of cultural diversity.

Unit IV

Culture and Communication: Cross cultural communication, Importance and barriers of cross-cultural communication, Cross-cultural negotiation, and Conflict resolution strategies.

Unit V

Culture and Contemporary Issues: Managing multicultural teams, Cultural Intelligence, Cultural dilemma, Ethical issues across cultures.

Textbooks:

1. Thomas, David C., and Mark F. Peterson. *Cross-Cultural Management: Essential Concepts*. 4/e, Sage Publications, 2017.
2. Trompenaars, Fons, and Charles Hampden-Turner. *Riding the Waves of Culture: Understanding Diversity in Global Business*. 4/e, McGraw Hill, 2020.

References

1. Hofstede, Geert, Gert Jan Hofstede, and Michael Minkov. *Cultures and Organizations: Software of the Mind*. 3/e McGraw-Hill, 2010.
2. Schein, Edgar H., and Peter A. Schein. *Organizational Culture and Leadership*. 5/e, Wiley, 2017.

Enterprise Risk Management

BBA II Year II Semester				School of Management			
Code	Category	Hours/ Week		Credits	Marks		
BO24002	OE	L	T	P	C	CIE	TSEE
		2	0	0	2	60	40
Total							

Course Objectives:

To understand the risks associated with different functions and activities employed by the organization. To continuously identify, assess, mitigate and monitor the risks. To maintain the risk data base for the organization, integrate the risk management into strategic decision making and track the action items for closure

Course Outcomes: At the end of this course, students will be able to

- Assimilate the principles and significance of risk and risk management.
- Develop and Analyse the risk management plan and strategy
- Evaluate the various risk models and frameworks
- Evaluate risk control and risk finance mechanisms
- Appreciate risk management performance

Unit I:

Introduction to Enterprise Risk Management: Definition and importance of Enterprise Risk Management, Traditional Vs Enterprise Risk Management, Risk Management Process – Risk Analysis, Risk Assessment, Risk Treatment, Risk assurance and Reporting. International Risk Trends (economic, geopolitical, environmental)

Unit II

Risk Categories and Identification: Financial Risks (Market, Credit, Liquidity), Operational Risks (Process, Technology, Human Error), Strategic Risks (competitive, regulatory, Reputational), Compliance and legal risks, Emerging Risks (Cybersecurity, environmental, pandemic), Risk identification techniques (SWOT, PESTLE, Scenario analysis), AI/ML for risk prediction.

Unit III

Risk Assessment, analysis, frameworks and standards: Quantitative Vs Qualitative Risk assessment, Risk heat maps and metrics, Key Risk Indicators (KRIs), COSO ERM Framework, ISO 31000 Risk Management standard.

Unit-IV

Risk mitigation and Risk Treatment: Risk avoidance, reduction, sharing and acceptance, Internal controls and compliance mechanisms, Business continuity planning and crisis management, Risk finance mechanisms and role of insurance in risk management, Role of data analytics in risk management

Unit-V:

Risk Governance, Culture and Leadership: Role of Board and Corporate Risk Committee, risk oversight, Corporate Risk culture and Business ethics, Risk Communication and Reporting, Case studies on Governance failures

Text books:

1. Pritchard Carl L, T&F India, Risk Management and Concepts and Guidance., Auerbach Publications, 2014
2. Prantik Mitra. Risk Management Basics: Uncertainty, Perils, Hazards and the Risk Management Process., Notion press, 2020
3. Fraser, Simkins and Narvaez: Enterprise Risk Management: Today's Leading Research and best practices for tomorrow's executives

References

1. Robert Kaplan, Condeleezza Rice et al, HBR 10 must reads on managing Risk., HBR 2020.
2. Perils, Hazards. Risk Management Basics: Uncertainty., Scholarly article.2020

Organizational Behavior

BBA II Year II Semester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
BC24003	Core	L	T	P	C	CIE	SEE	Total
		2	0	0	2	60	40	100

Course Objective

This course aims to familiarize students with the organizational environment and behavior, help them understand the influence of individual and group behaviors on organizational outcomes, and thereby getting to know the objectives of OB in detail.

Course Outcomes: At the end of this course the students will be able to

- Explain the different perspective of organizational behavior
- Compare the different types of personalities and its influence on organizational behavior.
- Demonstrate an understanding of motivation, attitude and learning.
- Display understanding of group dynamics.
- Appreciate the need for a strong organizational culture, understanding planned change and management of change.

Unit I

Introduction to OB: Characteristics, Nature and scope, Significance of OB. Contributing disciplines to the field of OB. Challenges and opportunities for OB. Organizational behavior models - Cognitive framework, Behaviorist framework and Social cognitive framework.

Unit II

Foundations of Individual Behavior: Personality, Personality determinants, Personality traits, Big five model, Theories of personality- Psychoanalytic theory, Humanistic theory. Values – Types of values. Perception - factors influencing perception process, Perception and individual decision-making.

Unit III

Motivation, Attitude and Learning: Theories of motivation- Hierarchy needs theory, Two-factor theory, and Expectancy theory. Attitudes -types of attitudes, attitudes and consistency, Cognitive dissonance theory. Learning- theories of learning.

Unit IV

Foundations of Group Behavior: Groups – Nature, Types, and Stages of groups, Group decision making. Leadership - theories of leadership. Conflict management- Conflict process, Conflict management, Stress – causes and consequences of stress, Stress management.

Unit V

Organizational Culture and Change Management: Nature of culture, Creating and sustaining organizational culture. Change - forces for change, factors affecting resistance to change. Approaches to manage change – Lewin's model, Kotter's plan for implementing change. Organizational development.

Text Books

1. Luthans, K. W., Luthans, B. C., and Luthans, F. *Organizational Behavior: An Evidence-Based Approach*. 14th ed., Information Age Publishing, 2021.
2. **Thompson, Leigh L.** *Making the Team: A Guide for Managers*. 6th ed., Pearson, 2022.

Reference Books

1. Yukl, Gary, and Nishanth Uppal. *Leadership in Organizations*. 3rd ed., Pearson, 2019.
- Harvard Business Review, *Managing Teams*. Harvard Business Review Press, 2010.

Basic Business Research

BBA II Year II Semester				School of Management				
Code	Category	Hours / Week		Credits	Marks			
BC24004	Core	L	T	P	C	CIE	SEE	Total
		3	0	0	3	60	40	100

Course Objectives:

This course aims to introduce students to the fundamental concepts of research, including its types and design. It also equips them with basic data analysis tools and techniques, enabling them to conduct simple research studies and prepare a basic research report effectively.

Course Outcomes: At the end of this course, students will be able to

- Demonstrate an understanding of need for research and research process.
- Develop a understanding of sampling and types of samples
- Apply relevant scaling techniques in preparation of questionnaires.
- Have an understanding of various data analysis techniques of research
- Prepare a basic research report

Unit I

Nature and Scope of Business Research: Role of business research in decision making. The Research process, Management decision problem Vs. Business Research objective, Exploratory, Descriptive, Causal research.

Unit II

Sampling and Data Collection Methods: Population, Sampling, Sampling errors, Probability and non-probability sampling types. Types of data, Secondary Data, Primary Data, Methods of Data collection for qualitative and quantitative research.

Unit III

Measurement & Scaling: Primary scales of Measurement - Nominal, Ordinal, Interval & Ratio. Scaling techniques, Likert Scale. Questionnaire design – Types of questions, Content, Wording and Placement.

Unit IV

Data Analysis: Data preparation, Descriptive statistics, Inferential statistics, Parametric and Non-Parametric tests. Introduction Factor Analysis and Discriminant Analysis.

Unit V

Research Report Writing: Introduction, Types of research reports, Elements of research report, Referencing.

Textbooks:

1. Donald R. Cooper & Pamela S. Schindler, Business Research Methods, McGraw-Hill Education, India, 2016.
2. C. R. Kothari & Gaurav Garg, Research Methodology: Methods and Techniques, 4/e, New age International Publishers, 2019.

References:

1. Deepak Chawla and Neena Sondhi, Research Methodology: Concepts and Cases, Vikas Publishing House, India, 2012
2. Bryman A, Business Research Methods, 3/e, Oxford Press, 2011.
3. Das Satya Bhushan & Malhotra Naresh K, Marketing Research: An applied Orientation, 7/e, Pearson India, 2019.

Introduction to Financial Management

BBA II Year II Semester				School of Management				
Code	Category	Hours / Week		Credits	Marks			
BC24005	Core	L	T	P	C	CIE	SEE	Total
		3	0	0	3	60	40	100

Course Objective:

The course prepares the students to develop the knowledge, skills and techniques in the three important decision areas of Financial Management viz., Financing, investment and dividend. The student applies the time value of money in taking informed decisions keeping in view the overarching objective of wealth maximization of the stakeholders

Course Outcomes: At the end of this course, students will be able to

- Calculate the present and future values of money and applying to the financial products
- Evaluate the capital investment decisions applying traditional and DCF(Discounted Cash Flow) Techniques.
- Assess the working capital requirements and compute the operating cycle
- Compute the cost of capital and leverage to make informed financing decisions and design an optimal capital structure.
- To evaluate how the dividend decisions impact the value of the firm.

Unit I:

Introduction to Financial Management: Meaning, scope, and objectives of financial management, Role and functions of a financial manager, **Financial decision areas:** Investment, Financing, and Dividend. Applications of time value of money: present value, future value, Annuities.

Unit II

Capital Budgeting Decisions: Methods of evaluation of capital investment, decisions, Traditional methods: Payback Period, Accounting rate of return, Discounted cash flow techniques: Discounted payback method, Net present value (NPV), Internal rate of return (IRR), Profitability index (PI).

Unit III

Working Capital Management: Concepts of Working Capital: Gross, Net and negative working capital, Factors determining the working capital requirements. Calculation of working capital cycle.

Unit IV

Sources of finance: Equity, Debt, Hybrid instruments and Venture capital.

Financing Decisions: **Cost of capital:** Concept, Components, and calculation of weighted average cost of capital (WACC), **Capital structure theories:** Net income approach, Net Operating Income approach, MM Hypothesis, Trade-off theory, Leverage: Operating, Financial, and Combined.

Unit V

Dividend policy: Types of Dividends. Dividend Payout Ratios. Relevance and irrelevance theories, Walter, Gordon models (simple numerical problems), Modigliani and Miller hypothesis (only theory)

Textbooks:

1. Prasanna Chandra, Financial Management, Theory and Practice, 12/e, McGraw Hill Education, 2022.
2. I.M. Pandey, Financial Management , 12/e, Vikas Publishing House, 2021.

Reference Books:

1. Eugene F. Brigham & Joel F. Houston, Essentials of Financial Management 4/e, Cengage Learning, 2021.
2. Richard A. Brealey, Stewart C. Myers, Principles of corporate finance, 13/e, McGraw Hill, 2020.
3. Jonathan Berk and Peter DeMarzo, Corporate Finance, 6/e, Pearson Education, 2022.

Security Analysis & Portfolio Management

BBA II Year II Semester					School of Management			
Code	Category	Hours/Week			Credits	Marks		
BE24006	Elective III	L	T	P	C	CIE	SEE	Total
		3	1	0	4	60	40	100

Course Objectives:

The course aims to provide students with a foundation in investment analysis, security valuation, concepts of risk-return trade-offs, bond analysis, portfolio management, and mutual fund performance evaluation.

Course Outcomes: At the end of this course, the students will be able to

- Develop awareness of the fundamentals of investment and security analysis, including financial markets, instruments, and the Efficient Market Hypothesis
- Analyze risk-return trade-offs and apply valuation models
- Evaluate bond markets by assessing bond pricing, yield measures, and interest rate structures
- Apply modern portfolio theory, including the Markowitz Model, Capital Asset Pricing Model, and Capital Market Line.
- Assess mutual fund performance using Sharpe, Treynor, and Jensen models to make informed investment decisions.

Unit I:

Introduction to Investments and Security Analysis: Objectives of investment, process, Types of financial markets and instruments, Fundamental analysis vs. Technical analysis, Efficient market hypothesis and implications.

Unit II:

Risk and Return Analysis: Concept and types of risk: systematic vs unsystematic, Measuring return: Actual, Expected, Holding period return. **Measuring risk:** Variance, Standard deviation, Beta. Risk-return trade-off and diversification benefits.

Unit III:

Bond Analysis: Types of Bonds, Interest Rate, Terms, Structure of Interest rates, Measuring bond yields - Bond Theorems.

Unit IV:

Portfolio Management and Asset Allocation: Portfolio construction and diversification, Modern portfolio theory (MPT) – Markowitz Model, Capital asset pricing model (CAPM), Capital market line (CML) and Security market line (SML).

Unit V:

Mutual Funds: Types of Mutual fund schemes, Structure, Net asset value (NAV), Risk return, Performance evaluation models - Sharpe model, Treynor model & Jensen model.

Text Books:

1. Frank K. Reilly, Keith C. Brown, and Sanford J. Leeds, Investment Analysis and Portfolio Management, 12/e, Cengage Learning, 2024
2. Prasanna Chandra, Investment Analysis and Portfolio Management, 6/e, McGraw Hill Education, 2021.

Reference Books

1. Donald E. Fischer, Ronald J. Jordan, and Ashwini K. Pradhan, Security Analysis and Portfolio Management, 7/e, Pearson Education, 2018.
2. Zvi Bodie, Alex Kane, Alan J. Marcus, and Pitabas Mohanty, Investments, 11/e, McGraw Hill Education, 2019.

Learning and Development

BBA II Year II Semester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
BE24007	Elective III	L	T	P	C	CIE	SEE	Total
		3	1	0	4	60	40	100

Course Objective:

The course aims to introduce students to learning and development concepts like designing training programs and methods to evaluate the training.

Course Outcomes: At the end of this course, students will be able to

- Describe the fundamental concepts of the learning process
- Analyze training needs assessments in an organization.
- Assess approaches to design effective training programs
- Compare training evaluation models
- Demonstrate an understanding of contemporary issues in training and development

Unit I

Introduction to Learning: Phases in learning, learning process, Learning vs. training, Principles of learning, Kolb's Learning Cycle, Experiential learning, Andragogy.

Unit II

Training Need Assessment: Purpose of training need assessment, needs assessment process, Methods used in needs assessment. Challenges in training needs assessment.

Unit III

Design and Implementation of Training: Training design process, Approaches to programme design, ADDIE model, Training methods, Trainers and training styles, Role of trainers and facilitators.

Unit-IV

Training Evaluation: Stages of evaluation, Different evaluation models, Donald Kirkpatrick's evaluation Model, Determining return on investment, Measuring human capital and training activity, Galvin's CIPP model.

Unit-V

Contemporary Issues in Training and Development: Introduction to development, Use of new technologies for training delivery, Learning management systems (LMS), Coaching, Mentoring, Personal developmental plans, Management development programs.

Textbooks

1. Noe, Raymond A. Employee Training and Development. 9/e, McGraw Hill, 2022.
2. Blanchard, P. Nick, and James W. Thacker. Effective Training: Systems, Strategies, and Practices. 7/e. SAGE Publications, 2023.

References

1. Bhattacharyya, Dipak Kumar. *Training and Development: Theories and Applications*. SAGE Publications, 2015.
2. Lynton, Rolf P., and Udai Pareek. *Training for Development*. 3/e, Sage Publications, 2012.

Advertising & IMC

BBA II Year II Semester				School of Management				
Code	Category	Hours/Week		Credits	Marks			
BE24008	Elective III	L	T	P	C	CIE	SEE	Total
		3	1	0	4	60	40	100

Course Objective:

The course enables the students to understand role of different elements of promotion mix and appreciate the effectiveness of different media.

Course Outcomes: At the end of this course, the students will be able to

- Describe promotion mix elements
- Generate different types of media plans
- Identify methods to generate creative advertising strategies
- Describe functions of advertising agencies
- Compare various methods of budgeting in IMC

Unit I

Promotion Mix and Communication Process – Components of promotion mix – advertising, sales promotion, personal selling, public relations, direct marketing; Communication process – source, message, content, structure, encoding, channel, decoding; models and framework; FCB Model, 5Ms Model.

Unit II

Media Planning – Mass media, Unconventional media, Media planning, Media buying, Audience measurements.

Unit III

Creativity in Advertising – Role of creativity in advertising, Creative process, Role of research – focus groups, ethnography, Big Idea, Unique Selling Proposition, Positioning, Creative execution.

Unit IV:

Advertising Agencies – Types of advertising agencies, Functions – Account planning, Client servicing, Creative, Copywriting, Media planning, Specialized agencies

Unit V:

Budgeting and IMC—Different ways of allocating budget, Need and scope of IMC, IMC planning and strategies, Role of IMC in branding.

Text Books:

1. George E Belch and Michael A Belch, Advertising and Promotion: An Integrated Marketing Communication; McGraw Hill, 2023
2. Kruti Shah and Alan D'Souza, *Advertising and Promotion: An IMC Perspective*; McGraw-Hill
3. S Ramesh Kumar, Anup Krishnamurthy, Advertising, Brands and Consumer Behaviour: The Indian Context; Sage Publications; First Edition; 2020

References:

1. www.afaqs.com
2. Business Today
3. Businessworld

Fundamentals of Quality Management

BBA II Year II Semester				School of Management				
Code	Category	Hours / Week		Credits	Marks			
BE24009	Elective III	L	T	P	C	CIE	SEE	Total
		3	1	0	4	60	40	100

Course Objectives:

- To identify quality as a differentiator, learn and apply quality measurement systems to understand the application of different quality management methods.

Course Outcomes: At the end of this course, students will be able to

- Apply the quality principles in day to day activities.
- Describe the methodology and components and dimension of quality
- Use various tools used in quality for assessment and improvement
- Demonstrate the use of various tools for quality improvement.
- Describe various standards and accreditation systems associated with quality

Unit I:

Introduction to Quality: Need for quality, Quality concept, and definition, Evolution of quality, Quality gurus and their contribution to the quality, Quality dimensions and benefits of quality and barriers.

Unit II

Components of quality: Key components of quality, quality planning, quality implementation, quality control and its components, methodology, benefits, Quality dimensions – definitions and methodology of measurement of each dimension.

Unit III

Tools and techniques of quality: 7 Quality tools - definitions, concepts and its application areas. Introduction to Quality improvement methodologies, and their associated tools using flow charts and process mapping.

Unit-IV

Measurement of quality: Tools of measurement - PDCA, 5S, Benchmarking, Six Sigma, Quality circles - Their concepts, uses, and methodology.

Unit-V:

Quality standards: Standards, Certifications, Awards, Accreditations in quality, Similarities, and differentiators between all of them, Deming Award, Malcolm Baldridge quality award, ISO, Domain-specific accreditations like NAAC.

Text books:

3. Stoner, Freeman and Gilbert, Jr. Management, 6/e, Pearson Education, New Delhi, 2018.
4. Koontz, Weihrich & Arya Sri, Principles of Management, TMH, New Delhi, 2007
5. Dale H. Bester Field, et al., Total Quality Management, Pearson Education Asia, 3/e, Indian Reprint 2003.
6. Shridhara Bhat. K., Total Quality Management: Text and cases., Himalaya publishing house, 2017

References:

1. Dale H. Bester Field, et al., Total Quality Management, Pearson Education Asia, 3/e, Indian Reprint 2003.
2. Shridhara Bhat. K., Total Quality Management: Text and cases., Himalaya publishing house 2017.
3. James R. Evans and William M. Lindsay, The Management and Control Quality, 6/e, South-Western, Thomson Learning, 2005.
4. Oakland, J.S. TQM – Text with Cases”, Butterworth – Heinemann Ltd., Oxford, 3/e, (2003).
5. Suganthi, L and Anand Samuel, Total Quality Management, Prentice Hall (India) Pvt. Ltd. 2006.

Financial Institutions, Markets & Services

BBA II Year II Semester					School of Management			
Code	Category	Hours/Week			Credits	Marks		
BE24010	Elective IV	L	T	P	C	CIE	SEE	Total
		3	1	0	4	60	40	100

Course Objective:

The objective of this course is to introduce the students to the role and functioning of financial markets. The student develops an awareness of various financial products which are traded in the financial markets and the associated institutions

Course Outcomes: At the end of this course, the students will be able to

- Analyse the role of the financial system in Economic Development.
- Explain the capital market and instruments
- Identify the sources and instruments of money markets
- Understand the nature and function of merchant banking
- Explain financial inclusion and evaluate the impact of global changes on financial markets

Unit I:

Overview of Financial System: Structure and components of the financial system, Functions of financial system, Financial assets and instruments, Financial markets vs Financial institutions, Role of financial system in economic development

Unit II:

Capital Markets: Introduction to the capital market, Functions and objectives of the capital market, Growth of the capital market in India.

Unit III:

Money Market: Introduction to money market, Functions and objectives of money market. Growth of money market in India.

Unit IV:

Financial services & Instruments: Merchant banking and investment banking, Underwriting and credit rating services, Leasing and Hire purchase, Factoring and Forfaiting, Venture capital and Private equity.

Unit V:

Financial Inclusion and the Impact of Global Changes:

Financial Inclusion: Concepts, Importance, and strategies for promoting financial access to underserved populations.

Impact of Global Changes on Financial Markets: Economic globalization, Geopolitical risks, and International financial flows.

Text Books:

1. M.Y. Khan, Indian Financial System - Theory and Practices, Tata McGraw Hill, 10/e, 2017,
2. Pathak Bahrathi, Indian Financial System, Pearson Education, 5/e, 2018,

References:

1. Bhaskaran, Microfinance - Perspectives and Operations, Macmillan Education, 2/e, 2017

Compensation Management

BBA II Year II Semester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
BE24011	Elective IV	L	T	P	C	CIE	SEE	Total
		3	1	0	4	60	40	100

Course Objective

The course aims to provide an understanding on principles and basic concepts of compensation management in organizations and discusses about dealing with employees and compensation methods.

Course Outcomes: At the end of this course, the students will be able to

- Explain the various approaches of compensation management
- Analyze methods of determining compensation
- Explore individual and group compensation plans.
- Evaluate various benefits provided by the organizations and the factors effecting reward management policy.
- Identify the contemporary global compensation practices.

Unit I

Introduction to compensation: Types of compensation, Components of compensation, Perceptions of pay fairness, Legal framework and its impact on pay systems, Term and conditions, Legal compliances.

Unit II

Managing Compensation: Determining compensation, equitable compensation model, Wage mix, Development of a base pay system, Job evaluation systems, Compensation surveys, Wage curve, and Pay grades.

Unit III

Variable Pay: Individual incentive plans: Piecework, Standard hour plan, Bonuses, Merit pay, Group incentive plans: Gain sharing incentive plans, Group bonuses, Enterprise incentive plans: Profit sharing plans, ESOP.

Unit IV

Managing Employee Benefits: Employee benefit programs: Social security benefits, Retirement benefits, Health care benefits, Paid Time-off, employee benefits required by law, Discretionary major employee benefits.

Unit V

Recent Trends in Compensation: Gig Economy and freelance compensation, Hybrid work compensation models, AI in compensation benchmarking, non-monetary compensation trends.

Text Books

1. Martocchio, Joseph J. Strategic Compensation: A Human Resource Management Approach. 11/e, Pearson, 2024.
2. Singh, B. D. Compensation and Reward Management. 4/e, Excel Books, 2022
3. Milkovich, Newman & Gerhart, Compensation, 12/e, TMH, 2020.
4. Richard I. Henderson, Compensation Management in a Knowledge-Based World, Pearson Education, 2020.

Reference Books

1. Luis R. Gomez-Mejia & Steve Werner, Global compensation - Foundations and perspectives, Routledge, 2008.
2. Joseph J. Martocchio, Strategic Compensation, 10/e, Pearson Education, 2018.
3. B D Singh, Compensation and Reward Management, Excel Books, 2017

Services Marketing

BBA II Year II Semester				School of Management				
Code	Category	Hours/Week		Credits	Marks			
BE24012	Elective IV	L 3	T 1	P 0	C 4	CIE 60	SEE 40	Total 100

Course Objective:

The purpose of this course is to acquaint the students with the unique challenges faced by service marketers and aid students in developing skills and perspectives for marketing of services.

Course Outcomes: At the end of this course, the students will be able to

- Design customer relationship strategies for services' customers
- Experiment by designing and redesigning service processes
- Design competitive pricing for services
- Make optimal decisions on service promotion.
- Develop marketing strategies for service products.

Unit I

Introduction to Services Marketing: Service economy, Globalization of services, Service characteristics. Classification of services, Tangibility spectrum, Services management triangle, Services marketing mix, Sectoral perspective of services (Travel and Tourism, Healthcare, Retail, Telecom, Banking, Insurance), Servitization of products – new trends.

Unit II

Consumer perspective: Understanding and managing customer service expectations, Zone of Tolerance, Factors that influence Consumer perception of service.

Unit III

Service Design: Moments of truth, Designing the service, New service development stages, Flower model of service, Planning a service process, Service Blueprint, Managing demand and capacity in services, Service encounters, Gaps model, SERVQUAL

Unit IV:

Pricing, people and delivery: Service pricing approaches and strategies (including subscription of services such as SaaS), Service delivery, Employee role in services, Service profit chain, Customer's role in service delivery, Strategies for enhancing customer participation.

Unit V:

Service Promotion and Physical Evidence: Setting communication strategies for services, Meeting customer-defined service standards, Physical Evidence and the service scape, Promotion of services.

Text Books:

1. Valarie Zeithaml, Mary Jo Bitner, Dwayne Gremler, Services Marketing Integrating customer focus across the firm, 8/e, McGraw Hill, 2023.
2. Jochen Wirtz, Christopher Lovelock, Services Marketing: People, Technology, Strategy, 9/e, World Scientific, 2023.
3. Vinnie Jauhari, Kirti Dutta, Services Marketing-Text and Cases, Oxford University Press, 2/e, 2017.

References:

1. Douglas Hoffman, E.G. Bateson, Services Marketing, Concepts, Strategies and Cases, 5/e, Cengage Learning, 2017.
2. Ramneek Kapoor, Justin Paul, Biplab Halder, Services Marketing - Concepts and Practices, Tata McGraw-Hill Education, 2011.

Logistics and Global Supply Chain

BBA II Year II Semester				School of Management			
Code	Category	Hours / Week		Credits	Marks		
BE24013	Elective IV	L	T	P	C	CIE	SEE
		3	1	0	4	60	40
Total							

Course Objectives

This course aims to provide students with a thorough understanding of the global supply chain concepts and their relevance in the modern business environment.

Course Outcomes: At the end of the course, students will be able to

- Understand the key concepts and strategies involved in managing global supply chains.
- Analyze the challenges and opportunities in global sourcing and logistics management.
- Apply modern technologies and tools to enhance the efficiency of global supply chains.
- Demonstrate an understanding of risk management and mitigation strategies in the global supply chain.
- Assess the impact of globalization on supply chains and its environmental and ethical implications.

Unit I:

Introduction to Global Supply Chain Management: Definition and Scope of Supply Chain Management (SCM); Key Components of a Supply Chain (Suppliers, Manufacturers, Distributors, Retailers, and Customers); Importance of Global Supply Chains in Business; Challenges in Global Supply Chain Management; Key Trends and Developments in Global Supply Chains.

Unit II

Global Logistics and Distribution: Fundamentals of Global Logistics; Transportation Management in Global Supply Chains; Warehousing and Distribution Channels; Customs Regulations and Import/Export Procedures.

Unit III

Global Sourcing and Procurement: Sourcing Strategies for Global Supply Chains; Risk Management in Global Sourcing; Global Procurement Processes and Best Practices; Strategic Partnerships and Alliances in Global Supply Chains; Role of Technology in Global Sourcing.

Unit-IV

Technology and Innovation in Global Supply Chains: Role of Information Technology in Supply Chain Management; Use of ERP and SCM Software; Role of Internet of Things (IoT) and Big Data Analytics in Supply Chain Decision-Making; Artificial Intelligence and Automation in Global Supply Chains.

Unit-V:

Ethics and Sustainability in Global Supply Chains: Ethical Issues in Global Supply Chains; Sustainable Sourcing and Green Supply Chain Practices; Environmental Impact of Global Supply Chains; Circular Supply Chains and Recycling.

Text books

1. Mangan, J., & Lalwani, C. Global logistics and supply chain management. John Wiley & Sons, 2016
2. Sanders, N. R. Supply chain management: A global perspective. John Wiley & Sons, 2020.
3. Branch, A. E. Global supply chain management and international logistics. Routledge, 2008.

References

1. Christopher, M. Logistics and supply chain management. Pearson UK, 2020
2. Journal of Global Optimization.

Power BI for Business Analytics Lab							
II BBA II Semester				School of Management			
Code	Category	Hours / Week		Credits	Marks		
BS24201	SEC	L	T	P	C	CIE	SEE
		0	0	2	1	60	40
Total 100							

Course Objectives:

This course equips students with essential skills in data visualization using Microsoft Power BI. It covers fundamental visualization principles, creation of basic and advanced visuals, and building interactive dashboards to support business decision-making.

Course Outcomes: At the end of the course students will be able to

- Understand the foundations and importance of data visualization in business.
- Apply visualization design principles and choose appropriate chart types.
- Use Power BI to connect to various data sources and create basic visuals.
- Design advanced and customized visualizations in Power BI.
- Build and deploy interactive dashboards for business analysis.

Unit I:

Fundamentals of Data Visualization: Definition, history, and evolution of data visualization, Importance and role of visualization in business analytics, Types of data (categorical, numerical, time-series, geospatial), Overview of visualization tools and techniques, Chart and graph types: comparisons, trends, relationships, distributions, **Principles of effective visualization** - clarity, accuracy, engagement, Common design pitfalls and how to avoid them.

Unit II

Getting Started with Power BI: Introduction to Power BI and its components (Desktop, Service, Mobile), Installing and setting up Power BI Desktop, Navigating the Power BI interface and workspace, Connecting to data sources: Excel, CSV, web, databases, Data transformation using Power Query Editor (basic cleaning and shaping)

Unit III

Creating Basic Visualizations in Power BI: Column, bar, line, area, pie, and doughnut charts, Card and multi-row card visuals, **Visual formatting basics** - colors, labels, legends, titles, Sorting and filtering visuals, Understanding visual interactions and layering.

Unit-IV

Advanced Visualizations and Customization: **Advanced visuals** - KPIs, tables, matrix, gauge, funnel, waterfall, Conditional formatting, tooltips, and data labels, Custom visual marketplace and integration, Using bookmarks, buttons, and drill-through, Themes and templates for consistent design.

Unit-V:

Interactive Dashboards and Best Practices: Designing interactive dashboards using slicers and filters, **Creating navigation experiences** - buttons, pages, bookmarks, Publishing reports to Power BI Service, Sharing and collaborating on dashboards, Best practices for dashboard layout and storytelling, Real-life business scenarios and mini project.

Textbooks:

1. Mehta, A., & Sharma, H. *Getting Started with Power BI*. BPB Publications, 2021.
2. Gohil, R. *Mastering Microsoft Power BI*. Packt Publishing, 2022.

References:

1. MacGillivray, B. *Pro Power BI Desktop*. Apress, 2020.

Business Numeracy							
II BBA II Semester				School of Management			
Code	Category	Hours / Week		Credits	Marks		
BS24014	SEC	L	T	P	C	CIE	SEE
		1	0	0	1	100	-
100							

Course Objectives:

This course aims to provide students develops skills to draw inferences from numbers, read data in the form of statistics, graphs and diagram and interpret data.

Course Outcomes: At the end of the course students will be able to

- Compute arithmetic average.
- Compare graphs, diagrams and identify the trends.
- Normalization of data available.
- Analyze interest rates and EMI's.
- Quick math and estimation.

Exercises on computation of the following:

- Measures of Central Tendency.
- Problem Solving with Ratios and Rates.
- Data Visualization.
- Data Sufficiency & Critical Evaluation.
- Correlation and Causation.
- Normalization for Comparison.
- Inflation and Real Value.
- Number Systems and Conversions (Indian & International)
- Currency Conversions.
- Percentages and Proportions.
- Compounded Annual Growth Rate (CAGR).
- Interest Rates and Loan Amortization.

References

1. Dr. R.S Aggarwal ,Quantitative aptitude in English, S.Chand Publication.

Project Management								
BBA III Year I Semester				School of Management				
Code	Category	Hours / Week		Credits	Marks			
BC25001	Core	L	T	P	C	CIE	SEE	
		3	0	0	3	60	40	
					Total			
					100			

Course Objectives:

This is an introductory course on Project Management. It helps students visualize different elements -tasks and activities of a project and to understand the interrelationship between various tasks and activities.

Course Outcomes: At the end of the course students will be able to

- Describe the basic concepts of Project Management.
- Appreciate the different approaches to project screening.
- Evaluate the different risk factors in project execution.
- Handle a successful project with the team functional cooperation.
- Apply CPM and PERT Techniques in project management

Unit I:

Introduction: Principles, importance, role of a project manager, Project Lifecycle and its Phases, Organization Strategy and Structure, Format of Organization Structure.

Unit II:

Planning and Identification: Defining Project Scope and Scope Creep, Project Identification Process, Project Scheduling: Work Breakdown Structure (WBS), Approaches to Project Screening, Project Planning, and Project Charter.

Unit III:

Project Execution: Initiating the Project, Controlling and Reporting, Project Objectives, Risk Management-Meaning, factors, four Stage Process.

Unit IV:

Leading Project Teams: Building a Project Team, Characteristics of an Effective Project Team, Team Dynamics, Achieving Cross-Functional Cooperation, Virtual Project Teams.

UNIT V :

Tools in Project Management: Gantt charts, PERT and CPM techniques. Problems on CPM and PERT, Future Trends in Project Management, and Introduction to widely used project management tools (Microsoft Project, Jira, Asana, Trello, Zoho, etc.).

Textbooks

1. Gray, Larson, Rohit Joshi Project Management, Tata McGraw Hill, 8th edition, 2021.
2. Jeffery K. Pinto, Project Management, Pearson Education, 5th Edition, 2020

References:

1. A Guide to The Project Management 7th Edition, PMI, 2021
2. Albert Lester Project Management - Planning and Control, Elsevier Science & Technology Books, 2006.
3. R. Panneerselvam., P. Senthil Kumar, Project Management, PHI, 2009.
4. Thomas M. Cappels, Financially Focused Project Management, SPD, 2003.

Cost & Management Accounting

BBA III Year I Semester					School of Management			
Code	Category	Hours/Week			Credits	Marks		
BC25002	Core	L	T	P	C	CIE	SEE	Total
		2	0	0	2	60	40	100

Course Objective:

This course introduces the fundamentals of cost and management accounting and their role in managerial decision-making.

Course Outcomes: At the end of this course, the students will be able to

- Identify and define various elements of cost and cost classification.
- Prepare cost sheets and calculate unit cost for products or services.
- Analyze cost behavior and apply marginal costing techniques.
- Evaluate decisions using budgeting and variance analysis tools.
- Develop strategies using relevant cost analysis for managerial decisions

Unit I:

Introduction to Cost and Management Accounting: Meaning, Objectives and scope of cost accounting, Distinction between cost accounting, financial accounting and Management accounting, Cost concepts and cost classification.

Unit II:

Elements of Cost and Cost Sheet: Direct and indirect costs, Material, Labour, Expenses Preparation of cost sheet, Overheads: Allocation and apportionment

Unit III:

Cost Volume Profit Analysis: Concept of marginal costing, Contribution, P/V ratio, Break-even analysis, Decision-making: Make or buy, shut down or continue.

Unit IV:

Budgetary Control and Standard Costing: Types of budgets: Flexible, Sales, Production, Cash, Standard costing and variance analysis: Material, Labour, Overhead variances (Simple Problems).

Unit V:

Emerging Trends and Strategic Cost Management: Activity-Based Costing (ABC), Target costing, Life cycle costing, Cost control vs. Cost reduction, Role of management accounting in decision making.

Text Books:

1. Arora, M.N. Cost and Management Accounting, 12/e, Himalaya Publishing, 2024
2. Drury, Colin – Management and Cost Accounting – 11/e Cengage Learning, 2020

Reference Books

3. Donald E. Fischer, Ronald J. Jordan, and Ashwini K. Pradhan, Security Analysis and Portfolio Management, 7/e, Pearson Education, 2018.
4. Zvi Bodie, Alex Kane, Alan J. Marcus, and Pitabas Mohanty, Investments, 11/e, McGraw Hill Education, 2019.

Introduction to Trading Strategies

BBA III Year I Semester					School of Management			
Code	Category	Hours/Week			Credits	Marks		
BE25003	Elective V	L	T	P	C	CIE	SEE	Total
		3	1	0	4	60	40	100

Course Objective:

This course aims to provide a comprehensive understanding of the dynamics and structure of emerging financial markets.

Course Outcomes: At the end of this course, the students will be able to

- Describe key characteristics and challenges of trading in emerging markets.
- Analyze trading instruments and exchange systems used in Ems (emerging markets).
- Apply analytical tools and design trading strategies.
- Perform technical and fundamental analysis
- Incorporate risk management techniques and regulatory compliance into strategy development.

Unit I:

Overview of Emerging Markets and Their Financial Systems: Characteristics of emerging markets. Economic structures and financial institutions. Market volatility and institutional investor flows, Impact of macroeconomic variables (inflation, interest rates, FX).

Unit II:

Market Microstructure and Trading: Exchange systems, Liquidity, and trading platforms

Instruments: Equities, ETFs, Options, Futures, Currencies, Margin trading, Short selling, Leverage, Role of domestic vs. Foreign institutional investors

Unit III:

Trading Strategies in Emerging Markets: Trend following, Momentum strategies. Mean reversion, Pair trading, News-based trading, Sector rotation and top-down strategies, Strategy back-testing frameworks.

Unit IV:

Technical and Fundamental Analysis: **Technical indicators:** RSI, MACD, moving averages, Bollinger bands, Support and resistance levels, Chart patterns,

Company valuation metrics in Ems (Emerging Markets): P/E, P/B, ROE, DCF basics, Use of screeners and EM-specific data sources

Unit V:

Risk Management and Regulatory Environment: Risk types: Market, Liquidity, Operational. Position sizing, Stop-loss, Portfolio allocation, Regulatory frameworks: SEBI (India), CVM (Brazil), SEC (Vietnam)

Textbooks

1. Larry Harris, *Trading and Exchanges, Market Microstructure for Practitioners*, Oxford University Press, 2021
2. Andrew Freeman, *Emerging Markets, A Practical Guide for Corporates, Lenders and Investors*, Wiley, 2022

Change Management and Organization Development

BBA III Year I Semester				School of Management			
Code	Category	Hours / Week		Credits	Marks		
BE25004	Elective V	L	T	P	C	CIE	SEE
		3	1	0	4	60	40
Total							

Course Objective

This course aims to provide an understanding of organizational change and the challenges in implementing and sustaining change in organizations.

Course Outcomes: At the end of this course, the students will be able to

- Explain concepts and types of change.
- Demonstrates an understanding of models of organizational change
- Identifies the opportunities of change and readiness to change.
- Analyze the key drivers of change and their impact on business performance
- Demonstrate an understanding of fundamentals of Organizational development

Unit I

Basics of Change: Meaning, nature of change, Process of organizational change, types of change, Levels of change, Value-based change, change programs, change levers, Change as transformation.

Unit II

Theories of change: Models of change – Kurt Lewin's change model, Kubler-Ross change model, A.J. Leavitt's model, Kotter's change model, Beckhard's and Harris change formula. ADKAR model, Action research.

Unit III

Resistance to Change: Resistance to change, Sources of resistance to change-Individual, organizational sources, Recognizing resistance, Methods for dealing with resistance to change, Role of communication in managing change.

Unit IV

Implementing and managing Change: Steps in change implementation, change agents and their role, Qualities of change agents, Overcoming challenges during the change process, Monitoring and evaluating change initiatives, Strategies for sustaining change, Measuring change effectiveness, Role of technology in driving change, Ethical considerations in change processes, Emerging trends in change management.

Unit V

Organizational Development: Introduction to organizational development, Scope and importance of OD, Process of OD, Evolution of OD, Types of OD interventions, Competencies of OD practitioners, Challenges of OD practitioners.

Text Books

1. Nilakant, V., and S. Ramnarayan. *Change Management: Altering Mindsets in a Global Context.* 2/e, SAGE Publications, 2018
2. Anderson, Donald L. *Organization Development: The Process of Leading Organizational Change,* United Kingdom, SAGE Publications, 2023.

Reference Books

1. Cameron, Esther, and Green, Mike. *Making Sense of Change Management: A Complete Guide to the Models, Tools and Techniques of Organizational Change.* United Kingdom, Kogan Page, 2024.
2. Lauer, Thomas. *Change Management: Fundamentals and Success Factors.* Germany, Springer Berlin Heidelberg, 2020.
3. Palmer, Ian, et al. *EBOOK: Managing Organizational Change: A Multiple Perspectives Approach (ISE).* United Kingdom, McGraw-Hill Education, 2016

Retail Management

BBA III Year I Semester				School of Management			
Code	Category	Hours/Week		Credits	Marks		
BE25005	Elective V	L	T	P	C	CIE	SEE
		3	1	0	4	60	40
Total							

Course Objective:

The course enables the students to understand different aspects of frontend and backend retail store operations.

Course Outcomes: At the end of this course, the students will be able to

- Appreciate the role of retailers in markets.
- Explain various types of retail location options
- Evaluate various types of merchandise planning
- Develop awareness of various retail operations.
- Compare various merchandise presentation techniques

Unit I

Introduction—Functions of retailers, Types of retailers, Formats (store-and non-store based), Multichannel Retailing, Omnichannel retailing, Franchising, Indian retail scenario.

Unit II

Location – Shopping Centers, Freestanding sites, Malls, Factors in deciding store locations, Trade Area, Site selection

Unit III

Merchandise Planning - Merchandise categories, Types of merchandising, Control systems for different merchandise, Brand alternatives, Sourcing merchandise, Vendor selection and Negotiations, Vendor evaluation

Unit IV:

Retail Operations—Store layout and design, Types of layout, Planogram, Category Management, Promoting merchandise, Store promotion, Pricing

Unit V:

Store Atmospherics – Visual merchandising, Use of fixtures and props, Creative presentation of merchandise, Creating an attractive store atmosphere—sensory appeal

Text Books:

1. Barry Berman, Joel R Evans, Chatterjee P; Retail Management: A Strategic Approach, 13/e, 2021, Pearson
2. Michael Levy, Barton Weitz, Dhruv Grewal, Retailing Manag McGraw-Hill, 2023.

References

1. Retail Management: Text & Cases; Arunangshu Giri, Pradip Paul, Satakshi Chatterjee; Prentice Hall India, 2022

Procurement and Sourcing Management

BBA III Year I Semester				School of Management			
Code	Category	Hours / Week		Credits	Marks		
BE25006	Elective V	L	T	P	C	CIE	SEE
		3	1	0	4	60	40

Course Objectives:

The objective of this course is to equip students with the knowledge and skills to strategically manage the acquisition of goods and services, focusing on cost optimization, supplier relationships and efficient supply chain operations.

Course Outcomes: At the end of this course, students will be able to

- Understand the fundamental concepts of procurement and sourcing in business.
- Analyse different procurement strategies and supplier relationship management.
- Understand the role of suppliers and Negotiation Strategies, along with supplier performance measurement
- Explore legal, ethical, and sustainable procurement practices.
- Study emerging trends and technologies in procurement and sourcing.

Unit I:

Introduction to Procurement & Sourcing: Definition, Importance, and Scope of Procurement, Differences Between Procurement, Purchasing, and Sourcing, Procurement's Role in Supply Chain Management, Types of Procurement: Direct vs. Indirect, Goods vs. Services

Unit II

Procurement Strategies & Planning: Procurement Planning Process, Make or Buy Decision Analysis, Supplier Selection Criteria, Total Cost of Ownership (TCO) and Value-Based Procurement, Sustainable and Green Procurement, AI and automation in Procurement

Unit III

Supplier Relationship Management: Supplier Evaluation and Selection, Vendor Management and Negotiation Strategies, Supplier Performance Measurement, Global Sourcing vs. Local Sourcing

Unit-IV

Risks, Legal and Ethical Aspects of Procurement: Contract Management and Legal Framework in Procurement, Procurement Policies and Compliance, Ethical Issues in Procurement and Supplier Code of Conduct, Identify procurement Risks and mitigation strategies, Supply Chain disruption and contingency planning, Fraud prevention in procurement

Unit-V:

Procurement Process and E-Procurement: Procurement Cycle and Workflow, Request for Quotation (RFQ), Request for Proposal (RFP), and Purchase Orders (PO), E-Procurement and Digital Sourcing Tools, Role of ERP Systems in Procurement

Text books:

1. Sunil Chopra and Dharam Vir Kalra (2024). Supply Chain Management: Strategy, Planning, and Operation. Edition 7, Pearson.
2. Monczka, R., Handfield, R., Giunipero, L., & Patterson, J. (2020). Purchasing and Supply Chain Management.
3. Burt, D. N., Petcavage, S., & Pinkerton, R. (2019). Supply Management.
4. Lysons, K., & Farrington, B. (2020). Procurement and Supply Chain Management

References

1. Roberta S. Russell, Venkataramaiah S; Pavan Kumar G (2023) Operations and Supply Chain Management, 10/e, An Indian Adaptation, Wiley.
2. Cecil Bozarth, Robert Handfield (2019) Introduction to Operations and Supply Chain Management, Global Edition, 5/e, Pearson.

Derivatives

BBA III Year I Semester					School of Management			
Code	Category	Hours/Week			Credits	Marks		
BE25007	Elective VI	L	T	P	C	CIE	SEE	Total
		3	1	0	4	60	40	100

Course Objective:

The course enables the students to acquire basic knowledge of derivative instruments, their practical applications, and their significance in financial markets. The course provides the students with the knowledge of options and trading with options and hedging strategies.

Course Outcomes: At the end of this course, the students will be able to

- Develop an awareness of the role of and the participants in the derivatives market.
- Arrive at simple pricing strategies using futures and options
- Apply the basic principles of option valuation in option trading
- Analyze how swap contracts help in financial risk mitigation and financial planning.
- Apply hedging strategies to minimize risks in different asset classes such as stocks, commodities, and currencies.

Unit I:

Introduction to Derivatives: Meaning and definition of derivatives, importance and Role of Derivatives in financial markets, Participants in the derivatives market: Hedgers, Speculators, Arbitrageurs.

Unit II:

Forwards and Futures: Forwards and Futures pricing and valuation - Futures and Forwards, Risk management using futures, Introduction to currencies, Commodity and interest rate futures

Unit III:

Options: Concept of Options, Types, Option valuation, Option positions, Naked and covered options, Underlying assets in exchange, Determinants of option prices, Basic principles of option trading

Unit IV:

SWAPS: Concept, Nature, Evolution and features of Swap, Types of financial swaps, Interest rate swaps, Currency Swap.

Unit V:

Hedging: Concept- Model basic long and short hedges, Cross hedging, basic risk and hedging, Basic risk v/s price risk, Hedging effectiveness, Hedging objectives, Management of hedges.

Text Books:

1. N R Parasuraman, Derivatives and Risk Management, 4/e, Mc Graw Hill, 2021
2. S.L. Gupta, Financial Derivatives, Theory, Concepts & Problems, 2/e, PHI, 2017

References

1. Obiyathulla Ismath Bacha, Financial Derivatives Markets and Application, 5/e, World Scientific Publishing Company, 2023
2. Robert EBooks and Don M.Chance, Foundations of the Pricing of Financial Derivatives, Theory and Analysis, 1/e, Wiley, 2024
3. Hull, J.C. Options Futures and other Derivatives, 11/e, Pearson Education India, 2022

HR Analytics							
BBA III Year I Semester				School of Management			
Code	Category	Hours / Week		Credits	Marks		
BE25008	Elective VI	L	T	P	C	CIE	SEE
		3	1	0	4	60	40
Total							

Course Objective

This course aims to help students understand how to use data and analytics to make smarter HR decisions, improve organizational performance, and apply practical tools for managing, analyzing, and predicting HR-related outcomes.

Course Outcomes: At the end of the course students will be able to

- Explain the basics of HR analytics, key metrics, and ethical issues in data-driven HR decision-making.
- Identify and manage different types of HR data, ensuring quality and accuracy.
- Use tools like Excel and Power BI to organize and visualize HR data effectively.
- Analyze HR trends using descriptive analytics and create insightful dashboards.
- Apply predictive models to forecast HR outcomes like attrition, hiring, and performance.

Unit I

Foundations of HR Analytics: Evolution and scope of HR analytics, Role of analytics in enhancing organizational performance, Data-driven decision making in HR, Key HR metrics and KPIs, Ethical considerations and data privacy in HR Analytics.

Unit II

HR Data Management: Types of HR data - Structured and unstructured, **Datafication in HR:** Turning activities into measurable data, **Sources of HR data:** HRIS, ATS, Surveys, and Other Platforms, Data cleaning, Validation, and Data quality management.

Unit III

Tools for Data Management and Visualization: Excel, Google Sheets, HRIS systems, Power BI (Intro Level), **Data visualization techniques:** Charts, Pivot tables, Heat maps, etc.

Unit-IV

Descriptive Analytics in HR: Workforce demographics analysis, Ratio and trend analysis, Scorecards and dashboards for HR reporting

Unit-V

Predictive Analytics and Applications: Introduction to predictive analytics in HR, Applications - Attrition prediction, Hiring analytics, Performance forecasting, **Predictive Modeling Techniques a.**

Regression models: Linear Regression, Logistic Regression, **b. Classification models:** Decision Trees, Random Forests, Support Vector Machines (SVM).

Textbooks

1. Bhattacharyya, D. K.. HR analytics: Understanding theories and applications 2/e. Pearson.2023
2. Mande, A., Patil, V., Patil, K. S., Sinha, P. K., & Kumbhar, S. HR analytics: A textbook. Himalaya Publishing House.2025

References

1. Bernard Marr, Data-Driven HR: How to Use Analytics and Metrics to Drive Performance, Kogan Page, 2018.
2. Ramesh Soundararajan & Kuldeep Singh, Practitioner's Guide to HR Analytics, Sage Publications, 2017.

Journals

1. Journal of Human Resource Analytics – Emerald Publishing
2. International Journal of Human Resource Studies – Macrothink Institute
3. HR Analytics Review – NHRD Network

Customer Relationship Management

BBA III Year I Semester					School of Management			
Code	Category	Hours/Week			Credits	Marks		
BE25009	Elective VI	L	T	P	C	CIE	SEE	Total
		3	1	0	4	60	40	100

Course Objective:

Understand CRM strategy development, implementation and the applications of CRM in digital media.

Course Outcomes: At the end of this course, the students will be able to

- Identify the need and implications of customer relationship management in an organization.
- Apply the customer lifetime value analysis techniques
- Determine and develop the customer value propositions using CRM strategies
- Evaluate the effectiveness of CRM implementation strategies
- Identify and adopt the opportunities arising from latest developments of CRM trends

Unit I

Introduction to CRM: Concepts and Components of CRM, Benefits of CRM, CRM significance to Stakeholders, Value to the Customer, Managing the Customer Life Cycle.

Unit II

Customer portfolio: Customer Profile Analysis, Customer portfolio Management, Customer Perception, Customer Experienced Value, Customization, Selection of Profitable Customer Segments.

Unit III

Value Creation Process: Value Proposition, Sources of Customer Value, ValueAssessment, Value through Marketing Mix, Acquisition, Customer Retention, Customer Retention Strategies, Types of Relationship Management, Models of CRM.

Unit IV:

CRM Process: Steps in Developing a CRM strategy, Characteristics of a defined CRM strategy, Types of CRM Implementation Projects, CRM Implementation effectiveness, Challenges in Implementation, Analytical case study on CRM-Garment industry.

Unit V:

CRM Tools: Analytical CRM, Operational CRM and e- CRM, Functional components of e CRM, Applications of CRM in B2B and B2C.

Text Books:

1. Jagadish N Sheth, Parvatiyar Atul, G Shainesh, Customer Relationship Management,1/e, 2017.
2. V Kumar, Werner Reinartz, Customer Relationship Management –Concept, Strategy and Tools, 3/e, Springer, 2018.

References

1. Francis Buttle, Stan Maklan, Customer Relationship Management: Concepts and Technologies, 3/e, Routledge, 2015
2. Paul Greenberg, CRM at the speed of light, 4e, TMH, 2017
3. N H Mullick, Customer Relationship Management, 1/e, Oxford University Press, 2016

E-Commerce Supply Chain & Fulfilment

BBA III Year I Semester				School of Management				
Code	Category	Hours / Week		Credits	Marks			
BE25010	Elective VI	L	T	P	C	CIE	SEE	Total
		3	1	0	4	60	40	100

Course Objectives

This course aims to provide students with knowledge and skills to manage and optimize e-commerce supply chains and fulfilment processes using modern strategies, technologies, and best practices for efficient and customer-centric operations.

Course Outcomes: At the end of this course, students will be able to

- Explain the structure and dynamics of e-commerce supply chains.
- Analyze key strategies and technologies used for order fulfilment in e-commerce
- Apply concepts of inventory management, warehousing, and last-mile delivery in e-commerce contexts.
- Evaluate the role of data analytics, platforms, and emerging technologies in enhancing supply chain efficiency.
- Recommend solutions for challenges in e-commerce logistics, customer returns, and sustainability.

Unit I:

Introduction to E-Commerce Supply Chains: Concept and evolution of e-commerce supply chains, Components of e-commerce supply chain management, Direct-to-consumer (D2C) and platform-based models, Comparison of traditional vs e-commerce supply chains.

Unit II

Inventory, Warehousing & Fulfilment Strategies: Inventory management in e-commerce, Warehousing strategies: dark stores, micro-fulfilment centres, and mega warehouses, Cross-docking, drop-shipping, and third-party logistics (3PL), Warehouse automation: robotics, drones, and WMS, Order picking, packing.

Unit III

Last-Mile Delivery & Reverse Logistics: Last-mile delivery models: hyperlocal, express delivery, click-and-collect, Challenges and innovations in last-mile logistics, Reverse logistics and returns management, Customer experience and satisfaction in delivery, Sustainable logistics and green supply chains.

Unit-IV

Technology and Analytics in E-Commerce Supply Chain: Role of ERP, WMS, and TMS in e-commerce, E-commerce platforms and marketplace integration (Amazon, Flipkart, Shopify, etc.),

Real-time inventory visibility and tracking, Predictive analytics for demand and fulfillment optimization.

Unit-V:

Strategies and Challenges in E-Commerce: Omni-channel retailing and fulfillment strategies, Cross-border e-commerce logistics and global fulfilment, Cloud logistics and digital supply networks, Regulatory issues and data privacy in e-commerce logistics

Text books

1. Deborah L. Miller, Kogan Page E-Commerce Logistics and Fulfillment: Delivering the Goods, 2022.
2. V. Mahadevan, Supply Chain Management for E-Commerce — Pearson, 2021
3. Amit Sinha, Ednilson Bernardes, Rafael Calderon, Thorsten Wuest, WileyDigital Supply Networks: Transform Your Supply Chain and Gain Competitive Advantage with Disruptive Technology and Reimagined Processes, 2020.

References

1. Krishnaveni Muthusamy, Logistics Management and E-Commerce, Himalaya Publishing, 2021
2. V. Rajaraman, Essentials of E-Commerce Technologies, PHI Learning, 2023

Behavioral Finance

III BBA I Semester				School of Management			
Code	Category	Hours / Week		Credits	Marks		
BE25011	Elective VII	L	T	P	C	CIE	SEE
		3	1	0	4	60	40
Total							

Course Objective:

This course aims to equip BBA Finance students with a deep understanding of how psychological factors and cognitive biases influence financial decision-making.

Course Outcomes: At the end of the course students will be able to

- Differentiate between traditional and behavioral finance theories.
- Identify and analyze cognitive biases affecting investor decisions.
- Evaluate the impact of emotions and social factors on financial markets.
- Apply behavioural concepts to interpret market anomalies.
- Integrate behavioural insights into personal and corporate financial strategies.

Unit I:

Introduction to Behavioral Finance: Evolution from traditional to behavioural finance, Assumptions of rationality vs. real-world investor behaviour. Limits to arbitrage: Fundamental risk, noise trader risk, implementation costs. (Case studies: Dot-com bubble, 2008 financial crisis, Analysis of the 2008 financial crisis through a behavioral lens.).

Unit II

Cognitive Biases and Heuristics: Heuristics: Representativeness, availability, anchoring. Biases: Overconfidence, confirmation, hindsight, self-attribution. Mental accounting and framing effects. Prospect theory: Loss aversion, Reference dependence.

Unit III

Emotional and Social Influences: Emotions: Fear, Greed, Regret, Pride in investment decisions. Social factors: Herd behaviour, Peer influence, Media impact, Neuro finance: Brain activity and financial choices, Cultural influences on financial behaviour.

Unit-IV

Market Anomalies and Investor Behaviour: Anomalies: Calendar effects, momentum, reversal patterns, Disposition effect, Endowment effect, Status quo bias, Equity premium puzzle, Volatility puzzle, Behavioural explanations for asset pricing deviations.

Unit-V:

Applications in Personal and Corporate Finance: Behavioural portfolio theory and asset allocation, Impact of biases on corporate financial decisions: Capital structure, dividend policies, Nudging in financial planning and policy-making, Designing interventions to mitigate irrational financial behaviours

Text books:

1. Forbes, William. Behavioral Finance, 1/E, Wiley Publication, 2011
2. Ackert, Lucy & Deaves, Richard, Behavioral Finance: Psychology, Decision-Making, and Markets, 2/e, Cengage Learning 2012

References:

1. Kahneman, Daniel & Tversky, Amos. Choices, Values, and Frames, Cambridge University Press.
2. Thaler, Richard H. & Sunstein, Cass R. Nudge: Improving Decisions About Health, Wealth, and Happiness.
3. Shleifer, Andrei. Inefficient Markets: An Introduction to Behavioral Finance, Oxford University Press.

Competency Management and HR Scorecard

BBA III Year I Semester				School of Management				
Code	Category	Hours/ Week		Credits	Marks			
BE25012	Elective VII	L	T	P	C	CIE	SEE	Total
		3	1	0	4	60	40	100

Course Objective

The course aims to enable students to understand the fundamentals of Competency Management and various models that relate to the development of the firm.

Course Outcomes: At the end of the course students will be able to

- Identify various types of competencies.
- Apply models of competency for behavioral indicators.
- Know the application of competency mapping at different levels.
- Relate the competency mapping for HR activities.
- Understand the concept and importance of the HR Scorecard.

Unit I

Introduction to Competency: Concept, Significance and characteristics of competency, Core competency, Competency versus competence, Types of competencies.

Unit II

Competency theories - Development of competency framework, Lancaster model of managerial competencies, Iceberg model, Data collection instruments for job descriptions, Stages in design and implementation of the competency model, BEI for competency mapping.

UNIT III

Competency Mapping and Development – Purpose and benefits, Competency mapping at different levels - Corporate companies/institutions level, and Individual level. Methods of mapping – Assessment centers, Questionnaire method, studying attributes of High performers, creating competitive advantage.

UNIT IV

Competency-based HRM - Using competency maps for competency profiling - Job competency profiling, Role competency profiling, Functional competency profiling, Competency-based selection, Performance management system, Competency driven career planning, Competency linked remuneration.

UNIT V

HR Scorecard: Definition of HR Scorecard, Origin and evolution of the HR Scorecard, Difference between Balanced Scorecard and HR Scorecard, Key components of HR Scorecard, Process of developing an HR scorecard, Challenges of HR scorecard.

Text Books

1. Seema Sanghi, The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, 2/e, Sage Publications Pvt. Ltd, 2012.
2. Sudhir Warier, Competency Management – A Practitioner's Handbook, Notion Press, 2019
3. Becker, B. E., Huselid, M. A., Ulrich, D. The HR Scorecard: Linking People, Strategy, and Performance. Nigeria: Harvard Business School Press, 2001.

References

1. Sharma, Radha, 360-degree feedback, competency mapping & assessment centers, R. Tata McGraw Hill, 2003.
2. Steve Whiddett & Sarah Hollyforde, The Competencies Handbook, Jaico Publishing House, 2005.

Negotiation in Sales

BBA III Year I Semester				School of Management				
Code	Category	Hours/Week		Credits	Marks			
BE25013	Elective VII	L	T	P	C	CIE	SEE	Total
		3	1	0	4	60	40	100

Course Objective:

To familiarize the students with the various Negotiation theories, basic negotiation skills required, interpersonal skills, and also the ethics involved in Negotiation.

Course Outcomes: At the end of this course, the students will be able to

- Analyse the importance of negotiation skills
- Describe the types of negotiation
- Evaluate the factors that affect the negotiation process and ethics involved in the negotiation.
- Apply effective negotiation strategies and tactics for different scenarios
- Evaluate the challenges in multi-party negotiations.

Unit I

Introduction to Negotiation: Introduction, Concept of negotiation, Characteristics of a negotiating situation, Principles of negotiation, Steps in negotiation.

Unit II

Types and Skills: Types of negotiations, Interpersonal and other skills for successful negotiations

Unit III

Strategies and Tactics: Negotiation strategies, Anchoring, BATNA, Win-Win negotiations, Negotiation tactics, Factors influencing success of negotiations.

Unit IV:

Theories & Ethics: Game Theory, Decision Analysis, Behavioural Decision- Making, Problem-solving Theory, Socio-psychological bargaining theory, Ethics in negotiations

Unit V:

Multi-party & Inter-Team Negotiations: Challenges in such negotiations, appropriate approaches; Improving negotiation skills.

Text Books:

1. Roy J Lewicki, Bruce Barry and David M Saunders, Essentials of Negotiation, 9/e, McGraw Hill, 2024

References:

1. Beverly De Marr and Suzanne De Janasz, Negotiation and Dispute Resolution, Prentice Hall, 2013.
2. Malhotra, Deepak, Negotiating the Impossible: How to Break Deadlocks and Resolve ugly Conflicts (without money or muscle). Oakland, CA: Berrett-Koehler Publishers, 2016

International Trade and Legal Aspects of Purchasing, Sourcing, and Contracts

BBA III Year I Semester				School of Management			
Code	Category	Hours / Week		Credits	Marks		
BE25014	Elective VII	L	T	P	C	CIE	SEE
		3	1	0	4	60	40
Total							

Course Objectives

To provide students with a comprehensive understanding of international trade practices, sourcing strategies, and the legal frameworks governing purchasing and contract management in global supply chains.

Course Outcomes: At the end of the course students will be able to

- Explain the fundamentals of international trade and its impact on global supply chains.
- Analyze global sourcing strategies and procurement practices in a competitive environment.
- Understand and interpret international trade regulations, trade agreements, and compliance issues.
- Apply legal concepts relevant to contracts, purchasing, and supplier relationships in global markets.
- Evaluate risk management and dispute resolution methods in international sourcing and contracting.

Unit I:

Fundamentals of International Trade and Supply Chain: Basics of international trade and global SC, Comparative advantage and globalization impacts, Incoterms 2020 and their practical applications, Balance of trade, trade deficits, and tariffs, Role of WTO, WCO, and other international trade bodies

Unit II

Global Sourcing and Procurement Strategies: Concepts of global sourcing and outsourcing, Supplier selection, evaluation, and relationship management, Strategic sourcing vs tactical procurement, Sustainable and ethical sourcing (including ESG and CSR in sourcing)

Unit III

International Trade Regulations and Agreements: Key international trade agreements (WTO rules, Free Trade Agreements, FTAs, Regional Trade Agreements - RTAs), Import/export procedures and documentation, Customs compliance and cross-border trade facilitation, Anti-dumping, countervailing duties, and safeguard measures, Trade finance instruments (Letters of credit, Bill of lading, etc.)

Unit-IV

Legal Aspects of Purchasing and Contract Management: Elements of contracts, International contract law — CISG (United Nations Convention on Contracts for the International Sale of Goods),

Intellectual property rights in sourcing (patents, trademarks, licensing), Confidentiality, non-disclosure agreements (NDAs), and service level agreements (SLAs)

Unit-V:

Risk Management and Disputes: Legal risks in international sourcing and purchasing, Dispute resolution: arbitration, mediation, litigation, managing cultural, currency, and political risks in global procurement, risk mitigation strategy, and process of handling disputes.

Text books

1. Monczka, R. M., Handfield, R. B., Giunipero, L. C., & Patterson, J. L. (2020). Purchasing and Supply Chain Management (7th ed.). Cengage.
2. Cavusgil, S. T., Knight, G., Riesenberger, J. R. (2021). International Business: The New Realities (5th ed.). Pearson.
3. Schaffer, R., Agusti, F., Dhooge, L., & Earle, B. (2021). International Business Law and Its Environment (11th ed.). Cengage.

References

1. Trent, R. J. (2020). Strategic Supply Management: Principles, Theories, and Practice (2nd ed.). J. Ross Publishing.
2. Hill, C. W. L. (2021). International Business: Competing in the Global Marketplace (13th ed.). McGraw-Hill.

Relational Databases and SQL for Business Lab

III BBA I Semester				School of Management				
Code	Category	Hours / Week		Credits	Marks			
BS25201	SEC	L	T	P	C	CIE	SEE	Total
		0	0	2	1	60	40	100

Course Objectives:

This course is designed to empower students with a comprehensive understanding of the fundamental concepts related to relational databases and focuses on imparting practical skills in writing different SQL statements.

Course Outcomes: At the end of the course students will be able to

- Explain the fundamental concepts, purpose, and types of database systems and models including RDBMS.
- Design relational databases using ER models and understand relational schema, keys, and constraints.
- Apply formal relational query languages like relational algebra and relational calculus.
- Use SQL to define, manipulate, and query databases using DDL, DML, and DQL commands.
- Understand normalization, integrity constraints, and file organization techniques for efficient database design.

Unit I:

Introduction to Database System Concepts: Data, Information, Database, Database Systems, Database System Applications, Purpose of Database Systems, Introduction to DBMS, Types of Database Models (Hierarchical, Network, Relational), Introduction to Relational Database Management Systems (RDBMS), Popular RDBMS Products (MySQL, Oracle, Microsoft SQL Server)

Unit II

Introduction to the Relation Models and Database Design using ER Model: Structure of Relational Databases, Database Schema, Keys, Schema Diagrams, Relational Query Languages, Relational Operations Overview of the Design Process, The Entity-Relationship Model, Constraints, Entity-Relationship Diagrams- Unary, Binary, ternary, Aggregation.

Formal Relational Query Languages: The Relational Algebra, Tuple Relational Calculus, The Domain Relational Calculus

Unit III

Introduction to SQL: Overview of SQL, Syntax, commands, operators, **Data Definition Language (DDL):** CREATE, ALTER, DROP statements for tables and views, **Data Manipulation Language (DML):** INSERT, UPDATE, DELETE statements.

Unit-IV

Data Query Language (DQL): SELECT statement with different clauses (WHERE, JOIN, ORDER BY, GROUP BY), Performing basic join operations: INNER JOIN, LEFT JOIN, RIGHT JOIN, Using simple SQL functions (COUNT, SUM, AVG, MAX, MIN), Nested subqueries.

Unit-V:

Relational Database Design: Referential Integrity, Entity Integrity, Single valued Dependencies, Normalization, Rules of Data Normalization, The First Normal Form, The Second Normal Form, The Third Normal Form, Boyce Codd Normal Form (BCNF).

File Organization: Physical Database Design Issues - Storage of Database on Hard Disks - File Organization and Its Types - Heap files (Unordered files) - Sequential File Organization, Indexed (Indexed Sequential) File Organization, Hashed File Organization.

Textbooks:

1. Abraham Silberschatz, Henry F. Korth, S. Sudarshan, Database System Concepts, McGraw Hill, 7/e, 2021
2. P Raja Sekhar Reddy, A Mallikarjuna Reddy, Foundations of Database Management Systems, Lambert Academic Publishing, (e-Book) 2020

References:

1. Machado, R. P., & Russa, H. *Analytics engineering with SQL and dbt*. O'Reilly Media, 2023.
2. Shan, J., Goldwasser, M., Malik, U., & Johnston, B. *SQL for data analytics* 3/e. Packt Publishing 2022,.
3. Badia, A. (2020), *SQL for data science: Data cleaning, wrangling and analytics with relational databases*. Springer.

Project - I

BBA III Year I Semester				School of Management				
Code	Category	Hours/ Week		Credits	Marks			
BP25202	Project	L	T	P	C	CIE	SEE	Total
		0	0	12	6	100	-	100

Students should do a project/internship in their specialization stream. The objective of the project is to offer a deeper understanding and practical exposure in their specialized area.

After the completion of the project students have to give progress review to the supervisor and present final report.

Introduction to Artificial Intelligence and Machine Learning

BBA III Year II semester				School of Management			
Code	Category	Hours/Week		Credits	Marks		
BC26001	Core	L	T	P	C	CIE	SEE
		3	0	0	3	60	40
Total							

Course Objective:

This course provides a foundational understanding of Artificial Intelligence and Machine Learning, and their applications in business. The course also helps in cultivating analytical thinking, developing ethical awareness, and learning problem-solving skills that align with both academic and industry needs.

Course Outcomes: At the end of the course students will be able to

- Explain the evolution, types, and key concepts of AI and Machine Learning.
- Recognize business applications of AI/ML across domains with real-world case examples.
- Comprehend data types, preparation, basic ML models, and visualization tools.
- Analyze ethical and regulatory issues related to responsible AI use.
- Apply basic no-code AI tools and interpret data insights for business applications.

Unit I:

Introduction to AI and ML: History and evolution of AI, **Types of AI:** Narrow AI vs. General AI, **Types of ML:** Supervised, Unsupervised, Reinforcement learning, **Key concepts:** Algorithms, Data, Training, Prediction.

Unit II

Business Applications of AI/ML: How AI is transforming business function domains like marketing, HR, finance, operations, etc., chatbots, recommendation engines, demand forecasting, case studies from companies using AI.

Unit III

Basics of Data and Models: Meaning of data, Types and sources of data, **Data preparation:** Cleaning, transformation, features, **Machine Learning models:** Decision trees, clustering, regression, Data visualization basics (using Excel/Tableau/Power BI).

Unit-IV

Ethical and Strategic Perspectives: Ethical implications of AI: Bias, fairness, transparency, Responsible AI frameworks, Regulatory considerations (AI Act, GDPR basics).

Unit-V:

Role of AI in understanding data insights, benefits and challenges of AI and applications of AI in business. Introduction to Basic AI/ML tools demonstration (e.g., using no- code tools like Teachable Machine, Google AutoML, ChatGPT, etc.

Textbooks:

1. Alpaydin, E. *Introduction to machine learning 4/e*. MIT Press, 2021.
2. Davenport, T. H., & Ronanki, R. *Artificial intelligence for the real world*. Harvard Business Review Press, 2018

References:

1. Russell, S. J., & Norvig, P. *Artificial intelligence: A modern approach 4/e*. Pearson, 2021
2. Dhanrajani, S. *The AI-powered enterprise: Harness the power of ontologies to make smarter business decisions*. Wiley, 2017

Leadership Development

BBA III Year II Semester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
BC26002	Core	L	T	P	C	CIE	SEE	Total
		3	0	0	3	60	40	100

Course Objective

The course aims to introduce concepts of leadership approaches, styles, strategic leadership and to illustrate the challenges and the issues in the global leadership.

Course Outcomes: At the end of this course the students will be able to

- Explain the role of leaders in the organization.
- Explain various styles of leadership.
- Study various theories of leadership and EI (Emotional Intelligence)
- Illustrate the importance of leading teams and change
- Explain the contemporary issues and challenges pertaining to global leadership

Unit I

Introduction to leadership: Leadership, role and functions of a leader, difference between leadership and the management, importance of leadership in the business organizations.

Unit II

Leadership types: Autocratic, Democratic, Laissez faire, Transformational, Transactional, Charismatic, Intellectual and Strategic leadership, leadership styles – Lewin's leadership styles, Ohio state leadership study, Creativity, Goal setting, Succession planning.

Unit III

Leadership theories: leader-member exchange theory- LPC (Least Preferred Co-worker) theory, Contingency theory, Resource dependency theory, Role of emotional intelligence in leadership, Goleman's emotional intelligence performance model.

Unit-IV

Strategic leadership: Leadership diversity, leading teams, Developing vision and direction, leading learning organizations, Development planning and leading change.

Unit-V

New paradigms in leadership: Global leadership and global career, Contemporary issues& challenges in global leadership, The big five ideas, Transformational leadership (GE, Toyota, Amazon, Microsoft, Apple, Samsung, Reliance, L&T and SAIL), Seven transformations of leadership.

Textbooks:

1. Northouse, Peter G. *Leadership: Theory and Practice*. 9/e., SAGE Publications, 2021.
2. Yukl, Gary A., and William L. Gardner III. *Leadership in Organizations*. 9th ed., Pearson Education, 2020.

References:

1. Schein, Edgar H., and Peter A. Schein. *Organizational Culture and Leadership*. 5/e, Wiley, 2017.
2. Thompson, Leigh L. *Making the Team: A Guide for Managers*. 6/e, Pearson, 2022

Fundamentals of Business Valuation

BBA III Year II Semester					School of Management			
Code	Category	Hours/Week			Credits	Marks		
BE26003	Elective VIII	L	T	P	C	CI E	SEE	Total
		3	1	0	4	60	40	100

Course Objective:

This course aims to equip students with analytical and practical tools to assess the value of a business using multiple valuation techniques, incorporating financial statement insights, market dynamics, and strategic factors.

Course Outcomes: At the end of this course, the students will be able to

- Describe the meaning and purpose of business valuation
- Apply methods of valuation to special assets and liabilities.
- Evaluate and assess valuation techniques using an intrinsic approach
- Apply market-based valuation methods using comparable company multiples.
- Use the valuation principles in mergers and acquisition scenarios and in special circumstances.

Unit I

Introduction to Business Valuation: Purpose and types, Concept of value: intrinsic, market, book, Overview of valuation in IPOs, M&A, and restructuring. Key valuation stakeholders, Investors, Acquirers and Regulators.

Unit II

Valuation of Special Assets & Liabilities: Real Estate, Real Assets, Valuation of Bonds, warrants and convertibles (simple problems), Valuation myths

Unit III

Valuation Methods – Intrinsic Approach: Discounted Cash Flow (DCF) method, Free cash flow to Firm vs. Free Cash Flow to Equity, Cost of capital (WACC, CAPM), Terminal value estimation, Sensitivity and scenario analysis

Unit IV

Valuation Methods – Market-Based & Others: Comparable company multiples (P/E, EV/EBITDA, P/S), Precedent transactions, Valuation in private companies and startups, Asset-based valuation (Net Asset Value)

Unit V

Strategic Valuation & Capstone: Valuation in M&A, divestitures, and corporate restructuring, Valuation under uncertainty (cyclical sectors, startups): Limitations of valuation and role of

judgment, **Capstone**: Students present a complete valuation of a public company using at least two valuation techniques

Text books:

1. Aswath Damodaran Investment Valuation: Tools and Techniques for Determining the Value of Any Asset, Wiley, 2023
2. Pablo Fernández— *Valuation and Common Sense*, IESE Business School Publications, 2021

References:

1. NSE India Annual Reports: <https://www.nseindia.com>
2. Damodaran Online: <http://pages.stern.nyu.edu/~adamodar/>
3. Screener. In for Indian financial data: <https://www.screener.in>
4. Investopedia's Valuation Tutorials: <https://www.investopedia.com>

Industrial Relations and Labor Laws

BBA III Year II Semester					School of Management		
Code	Category	Hours / Week			Credits	Marks	
BE26004	Elective VIII	L	T	P	C	CIE	SEE
		3	1	0	4	60	40
Total							

Course Objective

This course aims to provide knowledge on labor legislation related to working conditions, safety, health and welfare, industrial relations, wages, and social security.

Course Outcomes: At the end of this course, the students will be able to

- Explain the fundamental concepts of industrial relations and their development in the Indian context.
- Identify the role of trade unions and the process of collective bargaining.
- Analyze various industrial disputes and dispute resolution mechanisms.
- Interpret the role of key institutions and legislations in protecting workers.
- Explore the benefits of factories and other acts.

Unit I

Industrial Relations: Meaning and scope of industrial relations (IR) objectives and importance of IR, Factors affecting IR, Evolution and development of IR in India, Approaches to IR (Unitarist, Pluralist, Marxist).

Unit II

Trade Unions and Collective Bargaining: Meaning and functions of trade unions, Growth and problems of trade unions in India, Legal framework: Trade unions act, 1926, Collective bargaining: Meaning, objectives, process, and types, Role of trade unions in collective bargaining.

Unit III

Meaning and types of industrial disputes: Causes and consequences of disputes, Prevention and settlement of disputes-Conciliation, Arbitration, Adjudication, Legal framework: Industrial disputes act, 1947.

Unit IV

Labor Welfare and Social Security: Concept and importance of labor welfare, Types of welfare activities: statutory and non-statutory, Role of ILO (International Labor Organization), Employees' state Insurance act, 1948, Employees' provident fund act, 1952.

Unit V

Factories Act, 1948: Health, safety, and welfare provisions, Payment of wages act, 1936, Minimum wages act, 1948, Payment of bonus act, 1965, Maternity benefit act, 1961, Contract labor (regulation & abolition) act, 1970.

Text Books

1. Mamoria, C. B., Subba Rao, P., & Mamoria, S. Dynamics of Industrial Relations 16/e. Himalaya Publishing House, 2023.
2. Taxmann's Editorial Board, New Labour & Industrial Laws Taxmann Publications Pvt. Ltd. 2023.
3. Malik, P. L., Handbook of Labour and Industrial Law. Eastern Book Company.
4. Misra, S. N. Labour & Industrial Laws (With Latest Amendments) . Central Law Publications. 2021.

Reference Books

1. Monappa, A., Nambudiri, R., & Selvaraj, P. Industrial relations and labor laws, 2/e. TMH. 2017.
2. Singh, B. D. Labor laws for managers. Excel Books, 2009.
3. Jaising, I. Law relating to sexual harassment at the workplace. Universal Law Publishing, 2022.

Institutional Marketing

III BBA II Semester					School of Management			
Code	Category	Hours/Week			Credits	Marks		
BE26005	Elective VIII	L	T	P	C	CIE	SEE	Total
		3	1	0	4	60	40	100

Course Objective:

This course enables the students to understand the emerging challenges in organizational selling.

Course Outcomes: At the end of this course, the students will be able to

- Master core concepts of B2B Marketing and strategy formulation
- Assess market opportunities by analyzing consumer behaviour
- Implement effective customer retention strategies
- Build a value proposition strategy
- Explore the influence of collaborations on effectiveness of B2B marketing

Unit I

Business Marketing Perspective: B2B marketing, Segmentation and size, B2B Marketing mix, Marketing mix and trade-offs, Marketing Strategy formulation, B2B marketing strategy and planning, Marketing Funnel.

Unit II

Customer-Centric Marketing: Business buying behaviours, Business buyer influencers, Buyers, Types of buying situations. Customer acquisition and customer lifecycle, Creating acquisition campaign.

Unit III

Retention and Loyalty Marketing: Customer retention REAP Model and loyalty, Advocacy marketing, Customer attrition, Signals of customer about to churn, Reacquisition marketing

Unit IV:

Value proposition: Product and portfolio marketing, Building effective value propositions. Digital marketing strategy objectives, Selecting Digital channel mix, B2B brand building

Unit V:

Collaborations: Types of marketing partnerships, SEO partners, Influencer marketing, Account based marketing, Lead generation, Measuring and evaluating B2B marketing.

Text Books:

1. Kevin Lane Keller and Vanitha Swaminathan, Strategic Brand Management, Pearson, 2020
2. David A Aaker, Managing Brand Equity, The Free Press, 1991
3. Ramesh Kumar, Managing Indian Brands,Vikas Publication, India, 2002.

References

1. www.afaqs.com
2. Business Today
3. Businessworld

Supply Chain Analytics & Simulation

BBA III Year II Semester				School of Management			
Code	Category	Hours / Week		Credits	Marks		
BE26006	Elective VIII	L	T	P	C	CIE	SEE
		3	1	0	4	60	40
Total							

Course Objectives

This course aims to provide students with analytical and simulation tools for optimizing supply chain decisions, improving efficiency, and enhancing business performance using data-driven insights.

Course Outcomes

At the end of this course, students will be able to:

- Explain the role and importance of analytics and simulation in modern supply chain management.
- Apply descriptive, predictive, and prescriptive analytics to real-world supply chain scenarios.
- Design and interpret supply chain simulation models for decision making.
- Use software tools (like Excel, Tableau, or Python basics) for supply chain analytics and visualization.
- Evaluate and recommend data-driven strategies to optimize supply chain networks, inventory, and logistics.

Unit I:

Introduction to Supply Chain Analytics: Types of Analytics: Descriptive, Predictive, and Prescriptive, Data-driven supply chains and digital transformation, Introduction to key supply chain metrics and KPIs, Sources of data in supply chains (ERP, CRM, IoT, etc.)

Unit II

Descriptive Analytics in Supply Chain: Role of Descriptive Analytics in Supply Chain, Data summarization and visualization (dashboards, charts, pivot tables), Supply chain performance measurement and benchmarking, Demand forecasting methods (Moving average, Exponential smoothing, Regression basics)

Unit III

Predictive Analytics in Supply Chain: Forecasting demand using machine learning basics - Linear regression, Classification overview, Inventory optimization and ABC analysis, Risk analysis in supply chain - Scenario analysis and sensitivity analysis, Introduction to simulation: Monte Carlo Simulation concepts.

Unit-IV

Prescriptive Analytics & Optimization Models: Linear Programming and Network Optimization, Importance and need of network Optimization, Transportation and Distribution problem modelling, Warehouse location and capacity planning models

Unit-V:

Supply Chain Simulation: Building simulation models using Excel and basic simulation tools, Supply chain digital twin concept, Case Studies: Best practices in supply chain analytics and simulation like Amazon, Flipkart, Maersk, etc.

Text books

1. Sharma, D., & Agrawal, R. (2023) — Supply Chain Analytics: Concepts and Applications. Sage Publications India.
2. Chopra, S., & Meindl, P. (2023) — Supply Chain Management: Strategy, Planning, and Operation (8th Edition). Pearson.
3. Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2024) — Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies (5th Edition). McGraw-Hill.

References

1. Ramesh, G., & Sridharan, R. (2024) — Supply Chain Management for Beginners: Analytics, Simulation and Case Studies. Wiley India.
2. Sharda, R., Delen, D., & Turban, E. (2024) — Analytics, Data Science, & Artificial Intelligence: Systems for Decision Support (12th Edition). Pearson.

Project-II

BBA III Year II Semester				School of Management				
Code	Category	Hours/ Week		Credits	Marks			
BP26201	Project	L	T	P	C	CIE	SEE	Total
		0	0	12	6	100	-	100

Students should do a project in their specialization stream. The objective of the project is to offer a deeper understanding and practical exposure in their specialized area.

After the completion of the project students have to give progress review to the supervisor and present final report.

Business & Company Law

BBA IV Year I Semester					School of Management			
Code	Category	Hours/Week			Credits	Marks		
BC27001	Core	L	T	P	C	CI E	SEE	Total
		4	0	0	4	60	40	100

Course Objective:

The course equips the student with the basic knowledge of the features of the Indian contract act, the sale of goods act and the important provisions relating to the Indian companies act relating to formation, appointment of Key managerial personnel.

Course Outcomes: At the end of this course, the students will be able to

- Enumerate the legal rules related to valid contracts and identify essential elements of a contact
- Differentiate between contracts of Indemnity and guarantee. Explain the contract of Bailment
- Describe key points of sale of goods Act and legal difference between a sale and an agreement to sell.
- Illustrate the process of company formation and the role of incorporation documents
- Explain the process of appointment, removal, and remuneration of directors

Unit I:

Indian Contract Act: Agreement and contract, Essentials of a valid contract, Types of contracts, Offer and acceptance, Essentials of valid offer and acceptance, Consideration, Legality of Object, Performance of contract, Discharge of a contract, Quasi contract

Unit II:

Special Contract: Indemnity contract, **Rights and duties of indemnity holder**, Contract of guarantee, Kinds of guarantee, Distinction between indemnity and guarantee, Bailment - rights and duties of bailor and bailee, Law of agency, kinds of agents, Creation of agency, Rights and duties of agent and principal, Termination of agency.

Unit III:

Sale of Goods Act -1930: Contract of sale, Goods and their classification, Sale and agreement to sale, Conditions and warranties, Transfer of property, Performance of a contract of sale, Rights of Unpaid seller.

Unit IV:

Indian Companies (Amendment) Act -2013: Introduction, Company – Definition, Meaning, Features and types, One Person Company, Formation of a Company, Memorandum of association, Articles of association, Prospectus.

Unit V:

Management of Companies and meetings: Director, Qualification, Disqualification, Appointment, Removal, Duties and Liabilities, Company meeting, Shareholder meetings - Statutory meeting, Annual general body meeting, Extraordinary general body meeting.

Text Books:

1. N.D. Kapoor's Corporate Laws, Sultan Chand Publications, June 2022
2. Prof. N.V. Paranjape, Company Law, 11/e, Central Law Agency, 2022

References:

1. N.K.Nabi , Legal Aspects of Business , Taxman's publications, 2022
2. Dr. S. Thothadri Dr. V. Balachandran, Business Law, 3/e, Vijay Nicole Imprints publications 2021.
3. Prof. Anil Kumar ,Company Law, 14/e, Taxman's publications, 2025

Strategic Management

BBA IV Year I Semester				School of Management				
Code	Category	Hours/Week		Credits	Marks			
BC27002	Core	L	T	P	C	CIE	SEE	Total
		4	0	0	4	60	40	100

Course Objectives

To appreciate and apply the concepts of strategic planning, implementation, and control mechanism and estimate strategic evaluation through qualitative and quantitative benchmarking.

Course Outcomes: At the end of the course students will be able to

- Explain how to analyse internal and external environment of an organization.
- Apply different types of strategic tools for strategic analysis to cope up in the competition.
- Evaluate turnaround and diversification strategies for making the strategic decisions
- Interpret the role of leadership, structure and culture in implementation of the strategies.
- Evaluate strategies and take corrective steps towards the strategic intent.

Unit I

Introduction to Strategic Management: Strategic management process, developing a strategic vision, mission, objectives, policies, factors that shape a company's strategy, SWOT analysis, value chain analysis and competitive advantage

Unit II

Tools and Techniques for Strategic Analysis: Porter's five force model, McKinsey's 7'S framework, BCG matrix, GE model, grand strategy matrix. Market life cycle model, Generic strategies, Offensive strategy, Defensive strategy, Exit and Entry barriers.

Unit III

Turnaround and Diversification Strategies: Turnaround strategy, Strategies for mergers, Acquisitions, Takeovers and joint ventures, Diversification strategy, Need of diversification, Different types of diversification strategies, and Competitive advantage in diversified companies.

Unit IV

Strategy Implementation: Strategy and structure, leadership, culture connection, Strategies for competing in globalizing markets and internet economy.

Unit V

Strategy Evaluation and Strategic control: Types of Strategic control, Role of the Strategist: using qualitative and quantitative benchmarking to evaluate performance, Strategic Information systems.

Textbooks

1. David, F. et al., Strategic Management: A Competitive Advantage, Concept and Cases. 18/e, Pearson Education.2024.
2. Hill, C. W., Schilling, M. A., & Jones, G. R. Strategic management: an integrated approach: theory and cases. Cengage Learning, 2020

References:

1. Rao V.S.P and Hari Krishna V., Strategic Management: Text and cases, 1/e, Excel publishers.
2. Adrian Haberberg and Alison Rieple., Strategic Management: Theory and Applications, Oxford University Press, 2007.
3. Sarangi S.K., Modern Strategic Management, Everest Publishing, 1/e 2012.
4. Gregory Dess and G.T. Lumpkin: Strategic Management – Creating Competitive Advantage, McGraw hill Publication, 2013

Digital Business Models

BBA IV Year I semester				School of Management				
Code	Category	Hours/Week		Credits	Marks			
BC27003	Core	L	T	P	C	CIE	SEE	Total
		4	0	0	4	60	40	100

Course objective

This course aims to help students understand the basic concepts of economy, digital economy, e-business, and business models.

Course Outcomes: At the end of the course, students will be able to

- Explain the digital economy, e-business, and digital business models.
- Use digital business models tools in the rise of internet mega brands.
- Understand how companies use digital business models.
- Develop digitally enabled enterprises from brick-and-mortar enterprises.
- Study companies that are implementing digital business models.

Unit I

Introduction: History and evolution of Digital business models, transformation from brick-and-mortar enterprises to digitally evaluated enterprises.

Unit II

Introduction: Digital economy and key concepts, The movement from e-business to digital business models, Key actors and stakeholders in the digital economy.

Unit III

Digital Business Models: Introduction to Digital Business Models. Digital business models will be used as a tool to explain the rise of internet mega brands and how companies can innovate in the digital era.

Unit IV

How Internet companies use digital business models: Concept of the Digital Business Models to analyze how Apple, Google, Facebook, Amazon, and several other internet-era incumbents are using digital business models to create, deliver, capture, and defend value.

Unit V

Technology developments are reshaping Digital Business Models. Discuss recent technology developments that are significantly reshaping digital business models across various sectors. Key trends and impacts.

Textbooks:

1. Annabeth Aagaard, Digital Business Models: Driving Transformation and Innovation, , 2019
2. Bernd W., Digital Business Models: Concepts, Models, and the Alphabet Case Study, 1/e, 2019.

References:

1. Haftor, D.M. (2015). Some Heuristics for Digital Business Model Configuration.

Financial Risk Management

BBA IV Year I Semester					School of Management			
Code	Category	Hours/Week			Credits	Marks		
BE27005	Elective IX	L	T	P	C	CI E	SEE	Total
		3	1	0	4	60	40	100

Course Objective:

This course equips the students with the basic framework of identifying, analyzing and endeavoring to mitigate and manage the financial risk. The course provides basic knowledge and skills that are applicable to the various fields of finance and business.

Course Outcomes: At the end of this course, the students will be able to

- Identify and classify various sources of financial risk
- Apply the risk adjusted performance for business decisions
- Analyze factors contributing to credit risk & measure expected and unexpected loss.
- Familiarize with the current issues in financial markets
- Evaluate the environment affecting the credit risk management.

Unit I:

Introduction to Risk: The concept of Risk, Nature, Need and scope of risk, Source measurement, Identification and evaluation of Risk, Types of risk, Credit, Market, Operational risk, Possible risk events, Risk indicators, Risk management objectives, Risk management information systems.

Unit II:

Measurement and Management of Risk: Risk management approaches and methods, Risk reporting process, Internal and external, Using risk adjusted performance for Business Decisions, Measuring credit risk, Measuring market risk and measuring operational risk

Unit III:

Credit Risk Measurement: Factors contributing to credit risk, Types of credit risk, Credit risk measurement (basics), Expected and unexpected loss (simple problems), Credit analysis.

Unit IV:

Current issues in financial markets: Sovereign risk and financial crisis, Flash Crash, Financial Innovation and its issues

Unit V:

Credit Risk Management: Legal and regulatory requirements to reduce credit risk, Organizational policies and procedures framework, Factors affecting credit risk

Text Books:

1. Frantz Maurer, Financial Risk Management,1/e,Wilkey,2024
2. R.K Arora, Financial Risk Management, 1/e, Wiley India, 2021

References:

1. Angelo Corelli, Comprehensive coverage of financial risk management concepts, 3/e, Emerald Publishing Limited,2024
2. Dr. P.K.Gupta, Insurance and Risk Management, 1/e Himalaya Publishing House,2016

Talent Acquisition and Management

BBA IV Year I Semester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
BE27006	Elective IX	L	T	P	C	CIE	SEE	Total
		3	1	0	4	60	40	100

Course Objective:

The course aims to introduce the basics of talent acquisition practices like human resource planning, recruitment and selection, employee engagement, retention.

Course Outcomes: At the end of this course, students will be able to

- Explain the role of talent management in creating competitive advantage.
- Prepare job description and specifications by conducting job analysis and use the appropriate methods for human resources planning.
- Choose the right methods for sourcing the applicants and selecting the right candidate.
- Analyse various employee engagement and retention strategies.
- Learn about the emerging trends in talent acquisition practices

Unit I

Introduction to Talent Management: Concept, Objectives and role of talent management, Talent vs. Human capital, Components of talent management, Integration with organizational strategy.

Unit II

Talent Acquisition Planning: Workforce planning and Job analysis, Assessing future talent needs, Forecasting demand and supply of talent, Employer branding, Employee value proposition (EVP), Internal vs. external talent sourcing.

Unit III

Recruiting Talent: Sources of recruitment, Recruitment strategies and channels, Interviewing techniques, Challenges in executive hiring, AI in screening, Competency-based recruitment.

Unit IV

Retaining Talent: Onboarding and Integration, Employee engagement and experience, Career development and succession planning, Performance management, Reward and recognition systems, Managing attrition and exit interviews.

Unit V

New paradigms in Talent management: Remote and hybrid workforce, Gig economy and contingent talent, Agile learning, ESG and sustainability in employer branding, Emotional intelligence, Diversity, Equity and Inclusion (DEI) in TA.

Textbooks

1. Gowri Joshi and Veena Vohra, Talent Management, Cengage Learning. 2018.
2. Dessler Gary, Varkey Biju, Fundamentals of Human Resource Management, Pearson Publication, 16/e, 2020.

References

1. Lance A. Berger, Dorothy R. Berger, Talent Management Hand Book, McGraw Hill, 2018.
2. K. Ashwathappa, Human Resource and Personnel Management, Tata McGraw Hill, 2017
3. Relevant articles from HBR publications.

Brand Management

IV BBA I Semester				School of Management				
Code	Category	Hours/Week		Credits	Marks			
BE27007	Elective IX	L	T	P	C	CIE	SEE	
		3	1	0	4	60	40	
Total								

Course Objective:

Make the student understand the various branding strategies

Course Outcomes: At the end of this course, the students will be able to

- Give an overview of branding.
- Develop a brand using branding models.
- Use the appropriate framework to position a given brand and elucidate brand equity.
- Apply appropriate brand extension strategies to enhance the brand value.
- Assess brand performance and personality

Unit I

Introduction to Branding: Concept of brand, significance and objectives of branding, planning and implementing brand program, Pioneer brand advantage, Branding: Emerging challenges and opportunities. Branding strategies.

Unit II

Brand Identity: Brand Identity, developing brand identity, brand identity structure, Brand associations Brand awareness & Brand Image, brand failures, co-brands, store brands, Cult branding launching new brands.

Unit III

Brand Positioning and Equity: Brand positioning and repositioning strategies, establishing brand values, Advertising and brand building, Brand promotion methods, Brand equity: types of brand equity: cost based, price brand and customer- based brand equity, need for measuring brand equity, Keller's CBBE Model, brand equity-Issues.

Unit IV:

Brand extension: Factors influencing brand extension decisions, Managing Growth through Brand Extensions, Re-branding- Revitalization.

Unit V:

Brand Performance: Measuring and interpreting brand performance, the role of brand ambassadors in creating brand image and improving brand performance, Portfolio management, Portfolio valuation.

Text Books:

1. Kevin Lane Keller and Vanitha Swaminathan, Strategic Brand Management, Pearson, 2020
2. David A Aaker, Managing Brand Equity, The Free Press, 1991
3. Ramesh Kumar, Managing Indian Brands,Vikas Publication, India, 2002.

References

1. www.afaqs.com
2. Business Today
3. Business world

digital Supply Chain Management

BBA IV Year I Semester				School of Management			
Code	Category	Hours / Week		Credits	Marks		
BE27008	Elective IX	L	T	P	C	CIE	SEE
		3	1	0	4	60	40
Total							

Course Objectives

The primary objective of a digital supply chain management course is to equip students with the knowledge and skills to leverage technology and data analytics to optimize supply chain processes, improve efficiency, and drive business value in a rapidly changing digital landscape.

Course Outcomes: At the end of the course students will be able to

- To understand the impact of digital transformation on supply chain management.
- To explore key digital technologies such as AI, IoT, Blockchain, and Cloud Computing in supply chains.
- To analyse real-world applications and case studies of digital supply chains.
- To develop strategies for managing and optimizing digital supply chains.
- To apply the digital inventory and smart warehouse management.

Unit I:

Introduction to Digital Supply Chain Management: Traditional vs. Digital Supply Chains, Key Drivers of Digital Transformation in SCM, Benefits and Challenges of Digitalization in Supply Chains, Digital Maturity Assessment in Supply Chain Organizations, Digital Risks in supply chains, Resilience and contingency planning in Digital SCM.

Unit II

Technologies Enabling the Digital Supply Chain: Internet of Things (IoT) in Supply Chain Tracking, Artificial Intelligence (AI) and Machine Learning Applications, Blockchain for Transparency and Security in Supply Chains, Cloud Computing and Big Data Analytics in SCM, 3D printing and on-demand manufacturing, Sustainable and Green Digital Supply Chain.

Unit III

Digital Procurement and Smart Sourcing: E-Procurement and Supplier Portals, Automation in Procurement (RPA, AI-driven sourcing), Smart Contracts and Blockchain-Based Procurement, Case Study: Digital Procurement Implementation.

Unit-IV

Real-Time Visibility and Logistics Optimization: Digital Twins and Real-Time Monitoring, RFID, GPS, and Telematics in Logistics, Route Optimization and Autonomous Vehicles, Case Study: Smart Logistics and Last-Mile Delivery.

Unit-V:

Digital Inventory and Warehouse Management: Automated Warehousing and Robotics, Predictive Analytics for Inventory Optimization, Augmented Reality (AR) and Smart Warehousing, Case Study: AI-Powered Inventory Management.

Text books

1. Ivanov, D., Tsipoulanidis, A., & Schönberger, J. (2021). Global Supply Chain and Operations Management
2. Chopra, S., & Meindl, P. (2020). Supply Chain Management: Strategy, Planning, and Operation
3. Christopher, M. (2016). Logistics & Supply Chain Management
4. V. Mahadevan (2021), Supply Chain Management for E-Commerce — Pearson

References

1. Krishnaveni Muthusamy (2021), Logistics Management and E-Commerce, Himalaya Publishing

Forensic Accounting								
BBA IV Year I Semester					School of Management			
Code	Category	Hours/Week			Credits	Marks		
BE2700 9	Elective X	L	T	P	C	CIE	SEE	Total
		3	1	0	4	60	40	100

Course Objective:

The objective of this course is to introduce the students to the principles of forensic accounting, focusing on the detection, investigation, and prevention of financial fraud through analytical tools, legal insights, and real-world case studies.

Course Outcomes: At the end of this course, the students will be able to

- Explain the scope and importance of forensic accounting.
- Identify and classify different types of financial fraud.
- Analyze financial statements for signs of manipulation.
- Apply investigative techniques to detect corporate fraud.
- Evaluate legal implications and ethical issues in forensic accounting

Unit I:

Introduction to Forensic Accounting: Meaning and scope of forensic accounting, Evolution and need for forensic accounting, Roles of forensic accountants.

Unit II:

Types of Frauds and Red Flags: Corporate fraud, banking fraud, insurance fraud, Employee embezzlement, financial statement fraud, fraud indicators and symptoms.

Unit III:

Fraud Detection and Investigation Techniques: Benford's Law, Data mining techniques. Ratio and trend analysis. Interview techniques, evidence collection.

Unit IV:

Legal and Ethical Aspects of Forensic Accounting: Legal framework: IPC, IT Act, Companies Act. Evidence admissibility in court Ethical dilemmas and whistle-blower protection.

Unit V:

Tools and Emerging Trends in Forensic Accounting: Use of digital forensics, blockchain auditing. Role of AI and analytics in fraud detection. Preventive controls and fraud risk management.

Text Books:

1. Mary-Jo Kranacher, Richard Riley, *Forensic Accounting and Fraud Examination*, Joseph T. Wells, 2/e, Wiley, 2019
2. Joseph T. Wells, *Principles of Fraud Examination* 5/e, Cengage, 2017

Reference:

1. *Journal of Forensic & Investigative Accounting*
2. ICAI Forensic Accounting and Investigation Standards (FAIS)
3. ACFE (Association of Certified Fraud Examiners) publications
4. Articles from Harvard Business Review and The Economic Times

AI in Human Resource Management

BBA IV Year I Semester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
BE2701 0	Elective X	L	T	P	C	CIE	SEE	Total
		4	0	0	4	60	40	100

Course Objective

The course aims to equip students with the knowledge to critically assess and effectively implement AI-driven solutions in HR while considering ethical implications and the evolving role of HR in the era of generative and disruptive AI innovations.

Course Outcomes: At the end of this course, the students will be able to

- Understand the fundamentals of AI and its role, tools, and challenges in HRM.
- Analyze the use of AI in decision-making, recruitment, and HR metrics.
- Apply AI in key HR practices like talent acquisition, on boarding, and performance management.
- Evaluate AI-driven innovations in L&D and their impact on modern HRM.
- Utilize AI in HR analytics and assess its benefits, frameworks, and ethical implications.

Unit I

Understanding AI: Introduction of AI, Importance of AI in transforming HR functions, Challenges in implementing AI in HR, AI tools used in HRM (e.g. Hire Vue, Pymetrics, Eightfold AI)

Unit II

AI in decision making – Evolution of AI in business and HR decision-making, AI in recruitment-tools, Challenges & its benefits, HR metrics- key indicators and strategic importance, Limitations and challenges in traditional HR analytics.

Unit III

Adopting AI in HR Practices: Role of AI in Talent acquisition, Performance management, and on-boarding, Person-job-fit, Applications of AI in on-boarding.

Unit IV

Innovation and HR: Contributing factors for AI based learning, AI innovations for L&D functions, AI tools for L&D, Disruptive innovation in HRM, HRM in the era of Generative AI.

Unit V

AI in HR analytics: Metrics measured by HR analytics, LAMP framework, **AI in People analytics**- seven pillars of people analytics and AI's role in enhancing them, AI tools for people analytics, ethical issues with AI in people analytics, Benefits of AI in people analytics.

Text Books

1. Ben Eubanks (2018). Artificial Intelligence for HR: Use AI to Support and Develop a Successful Workforce. Kogan Page Publishers, 2018
2. Strohmeier, Stefan (2022). Handbook of Research on Artificial Intelligence in Human Resource Management. Edward Elgar Publishing, 2022

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Distribution Management

IV BBA I Semester				School of Management				
Code	Category	Hours/Week		Credits	Marks			
BE27011	Elective X	L	T	P	C	CIE	SEE	Total
		3	1	0	4	60	40	100

Course Objective:

To explore the choice available in distribution and learn how to leverage distribution channels effectively.

Course Outcomes: At the end of this course, the students will be able to

- Appreciate multiple roles of distribution partners
- Map distribution requirements with sales and marketing strategies of the firm
- Learn issues related to managing channel partners
- Understand the role of technologies in improving distribution productivity

Unit I

Introduction: Evolution and need, Importance of distribution, Distribution channel functions, Costs and margins.

Unit II

Designing Channels: Levels of distribution channels, Channel Implementation - Intensive / Selective / Exclusive trade partners, Innovations in distribution partnerships.

Unit III

Managing Channels: Vertical / Horizontal systems, Handling channel conflicts, Support to channel members, Trade promotions, Reverse logistics, Mystery audits.

Unit IV:

Leveraging Technology: Technology-enabled distribution, Role of IT systems, Channel Information Systems (CIS), Smart warehouses, Applications of ERP, IoT, Blockchain, Robots.

Unit V:

Emerging Trends: International Distribution, Distribution innovations in rural Indian markets

Text Books:

1. Richard Still, Edward W Cundiff, Norman A P Govoni, Sandeep Puri; Sales & Distribution Management; Pearson; 7/e, 2024
2. Krishna K Havaldar, Vasant M Cavale; Sales & Distribution Management; McGraw-Hill, 3/e, 2017

IMPEX Management

BBA IV Year I Semester				School of Management				
Code	Category	Hours / Week		Credits	Marks			
BE27012	Elective X	L	T	P	C	CIE	SEE	Total
		3	1	0	4	60	40	100

Course Objectives

This course aims to equip students with a thorough understanding of the principles, procedures, and documentation involved in international trade. It will cover the intricacies of import and export operations, legal frameworks, risk management, and the strategic considerations for businesses engaged in global supply chains.

Course Outcomes: At the end of this course, students will be able to

- Analyse the complexities of global trade environments and the factors influencing international business.
- Understand and apply the procedures and documentation required for import and export transactions.
- Evaluate and manage the risks associated with international trade, including financial, logistical, and regulatory risks.
- Develop strategies for efficient and compliant import and export operations within global supply chains.
- Appreciate the impact of emerging trends like digitalization, sustainability, and geopolitical shifts on IMPEX management.

Unit I:

Introduction to Global Trade and IMPEX - International Trade Theories and Landscape, Import and Export Management, Key Players and Ethical Considerations, Digital trade, trade facilitation, geopolitics.

Unit II

IMPEX Rules and Regulations: International Trade Laws and Organizations, Import Procedures (Customs, Valuation, Rules of Origin), Export Procedures (Controls, Documentation, Incentives), Supply chain transparency, evolving trade policies, data privacy.

Unit III

IMPEX Documents and Operations: Essential Import/Export Documents, International Payment Methods and Currency Risk, Logistics and Transportation (Modes, Incoterms), Blockchain in trade, multimodal transport, sustainable logistics.

Unit-IV

IMPEX Risk and Security: Identifying and Assessing Trade Risks (Commercial, Political, Economic, Logistical), Risk Mitigation Strategies, International Trade Insurance (Cargo, Credit, Political), Supply chain resilience, AI for risk assessment, cyber risk.

Unit-V:

IMPEX Strategy and Future: Market Entry and Partner Selection, Technology in IMPEX (Digital Platforms, AI, IoT), Sustainability and Ethical Issues in Global Trade, Automation in logistics, digital customs, geopolitical influence, Career paths and required skills in IMPEX.

Text books

1. Dr Chase Rhee, Principles of International Trade: Import-Export, 6/e, Hardcover, 2018.
2. Thomas Cook, Rennie Alston, Kelly Raia, Mastering Import & Export Management, Hardcover, 2012

References

1. Trent, R. J., Strategic Supply Management: Principles, Theories, and Practice, 2/e, J. Ross Publishing, 2020
2. Hill, C. W. L. International Business: Competing in the Global Marketplace 13/e, McGraw-Hill, 2021.

Idea to PoC

BBA IV Year I semester				School of Management				
Code	Category	Hours/Week		Credits	Marks			
Bs27201	SEC	L	T	P	C	CIE	SEE	Total
		4	0	0	4	60	40	100

Course objective

This is an activity oriented course is designed for students interested to pursue entrepreneurship as a career option. The objective of the course is to enable students to go through the process of ideation from idea generation to developing of PoC.

Course Outcomes: At the end of the course, students will be able to

- Go through the process of ideation
- Aware of financial structuring of equity and debt for a start-up
- Know the fundamentals of marketing to acquire customers
- Develop PoC and Business plan for their idea
- Know about IP types and process.

Unit I

Idea to Market: How do ideas emerge? Need identification, Go to the Market, Identifying market segments, Forming a market relevant idea, Idea validation.

Unit II

Financial Structuring: Financial structuring of a start-up, Equity and debt, Managing money, Working capital, fundamentals of finance.

Unit III

Knowing markets: Understanding markets, Basics of marketing, Cost of acquiring customers, Jobs and pain points of the idea.

Unit IV

Business Plan preparation: Developing a Proof of Concept, Business plan preparation, Lean canvas.

Unit V

Business Plan preparation: Developing a Proof of Concept, Business plan preparation, Lean canvas.

Textbooks:

1. Rahul Saria and Zebra Learn, Startup Finance 360° - Founder's Guide to Startup Finance | Funding, Valuation, Financial Management, and Entrepreneurial Success, Strategies for Indian Startups, Zebra Learn Pvt Ltd; 1/e, 2023,
2. Peter Thiel, Blake Masters, Zero to One, Random House; 2014.

References:

1. Haftor, D.M. (2015). Some Heuristics for Digital Business Model Configuration.

Major Project

BBA IV Year II Semester				School of Management				
Code	Category	Hours/ Week		Credits	Marks			
BP28201	Project	L	T	P	C	CIE	SEE	Total
		0	0	24	12	100	-	100

Students should do a project in their specialization stream . The objective of the project is to offer a deeper understanding and practical exposure in their specialized area.

After the completion of the project students have to give progress review to the supervisor and present final report.

Workplace skills							
IV BBA II Semester				School of Management			
Code	Category	Hours / Week		Credits	Marks		
BS28001	SEC	L	T	P	C	CIE	SEE
		2	0	0	2	100	-
100							

Course Objectives:

This course aims to develop skills needed to be successful at the workplace by understanding self and the ways of working with key stakeholders.

Course Outcomes: At the end of the course students will be able to

- Manage self-needs and priorities
- Learn about team dynamics and managing conflicts in teams
- Identify strategies to handle unhealthy workplace
- Understand how to handle difficult customers
- Manage their well-being and work-life balance

Unit I:

Managing Self: Building personal identity, creating a portrait of yourself, setting priorities about values, success stories, basic psychological needs, changes in our lives, understanding change.

Unit II:

Managing Teams: Working in teams, effective teams, five stages of team development, team functions and roles, high-performance team, the five dysfunctions of a team, managing conflict, motivation and inspiration, giving and receiving feedback, emotional intelligence, personality, different approaches to solving workplace problems, employee engagement, various generations of workforce.

Unit III:

Navigating the Workplace: Qualities and skills required at workplace, ideal workplace, challenging behaviours in the workplace, survival strategies for an unhealthy workplace, managing trust in the workplace, two influential workplace groups, diversity and inclusion, future of work (remote & hybrid working), gig economy.

Unit IV:

Managing customers: Internal customers, and external customers, handling difficult customers, negotiation and persuasion, empowering employees to resolve customer issues, effective customer communication.

Unit V:

Managing Well-being: Managing your time, maintaining work-life balance, managing stress, worry and its impacts, handling difficult situations, using self-talk, positive mindset.

References:

1. GE Foundation Workplace Skills Program
2. Soft Skills for Workplace Success. SAGE Publications India Pvt, Limited, 2021.
3. Skills to Pay the Bills: Mastering Soft Skills for Workplace Success, 2022

Comprehensive Viva - Voce

IV BBA II Semester				School of Management				
Code	Category	Hours / Week		Credits	Marks			
BV28202	SEC	L	T	P	C	CIE	SEE	Total
		0	0	4	2	100	-	100