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RAMDEOBABA UNIVERSITY, NAGPUR
Formerly Shri Ramdeobaba College of Engineering & Management (RCOEM) Est. 1984

PROGRAMME SCHEME & SYLLABI

SCHOOL OF MANAGEMENT

BACHELOR OF BUSINESS ADMINISTRATION

2025-29

**RAMDEOBABA UNIVERSITY
NAGPUR-440013**

BBA PROGRAMME

Duration: 4 years

Program Pattern: Semester

The Bachelor of Business Administration (BBA) program stands as a quintessential gateway to the intricate realm of commerce, offering a comprehensive understanding of the multifaceted dynamics that govern modern-day businesses. This illustrious academic pursuit intertwines theoretical knowledge with practical application, sculpting adept professionals equipped to navigate the labyrinthine corridors of the corporate landscape with finesse and acumen.

Unique Selling Proposition:

- **Practical Orientation:** Emphasis on practical learning through internships, industry projects, and experiential learning opportunities
- **In-depth Specialization:** Additional year allows for deeper exploration of chosen specialization through advanced coursework and practical projects (For 4 years BBA).

Key Features:

- **Comprehensive Curriculum:** Well-rounded curriculum covering fundamental business concepts, management principles, and specialized electives.
- **Industry Exposure:** Integration of industry insights, guest lectures, and corporate interactions to bridge the gap between academia and the business world.
- **Holistic Development:** Focus on holistic development through soft skills training, leadership workshops, and personal growth initiatives.

Learning Opportunities:

- **Internships:** Access to internships with leading companies to gain hands-on experience and build professional networks.
- **Study Abroad Programs:** Opportunity to participate in exchange programs or study abroad initiatives to gain a global perspective and enhance cross-cultural competence.
- **Career Services:** Dedicated career services offering career counseling, resume building, interview preparation, and job placement assistance.
- **Specializations:** Option to specialize in areas such as marketing, finance, human resources, or entrepreneurship to align studies with career interests and goals.

Career Opportunities:

- **Entry-level Positions:** Opportunities for entry-level roles in various industries such as marketing, finance, operations, and human resources.
- **Management Trainee Programs:** Access to management trainee programs offered by leading companies to groom fresh graduates for future leadership roles.
- **Entrepreneurship:** Support for aspiring entrepreneurs through startup incubators, mentorship programs, and access to funding opportunities.

Eligibility:

- Passed Standard XII (10+2) or equivalent examination from any recognised Board with a minimum of 50% marks or equivalent grade (45% Marks or equivalent grade for Scheduled Caste / Scheduled Tribes). Students who wish to opt for Honours with Research must earn a 7.5 CGPA and above at the end of Semester 5.
- Eligibility Criteria for the Multiple entries would be as per University's Lateral Entry Rules for FYUG Programmes

Award of Degree

The degree nomenclature adheres to the UGC Specification of Degrees and the AICTE Approval Process Handbook, applicable for the academic year in which admission is taken.

Specialization Offered:

- Banking and Financial Management
- Business Analytics
- Entrepreneurship and Family Business
- Financial Management
- Human Resource Management & Organizational Behaviour
- Marketing Management

Program Outcomes:

Attributes	POs	
Knowledge of business management and emerging technologies	PO1	BBA graduates shall have the latest disciplinary and interdisciplinary business and management knowledge and have the appropriate skills to use modern technology to improve business performance
Interpersonal & Intrapersonal skills to build effective leaders	PO2	BBA graduates shall have the requisite skill sets to communicate effectively, work collaboratively, and lead in diverse environments.
Innovation & Entrepreneurship	PO3	BBA graduates shall develop an innovative and entrepreneurial approach to analyse problems, and shall exhibit entrepreneurial abilities in new or existing enterprise.
Ethics and Social Responsibility	PO4	BBA graduates shall have the knowledge of ethics and ethical standards and an ability to apply these while making decisions for creating sustainable workplaces and community.
Analytical Skills and Decision Making	PO5	BBA graduates shall have the ability to think critically, analyse data, make decisions and solve complex problems of the business world.
Global Adaptability	PO6	BBA graduates shall be able to understand the global business scenario and possess the required skills to solve problems in the respective local, regional and global environments.

Program Specific Outcomes:

Attributes	PSOs	
Develop Innovative and Entrepreneurial Approach	PSO1	BBA graduates will demonstrate an innovative and entrepreneurial mindset, enabling them to analyse problems creatively and exhibit entrepreneurial abilities in both new and existing enterprises. They will be equipped with the skills to identify opportunities, innovate solutions, and navigate the dynamic landscape of business environments.
Apply Ethical Standards for Sustainability	PSO2	BBA Graduates will possess a strong understanding of ethics and ethical standards within the business context. They will be able to apply ethical principles while making decisions to create sustainable workplaces and contribute positively to the community. This includes considering the social, environmental, and economic impacts of business practices and ensuring responsible decision-making.

Understand Global Business Dynamics	PSO3	BBA graduates will gain comprehensive knowledge of the global business scenario and develop the necessary skills to address challenges and opportunities in local, regional, and global environments. They will be able to analyse and navigate the complexities of international markets, cultural diversity, and global competition, thereby enhancing their ability to make informed decisions and implement effective strategies on a global scale.
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Program Educational Outcomes:

Attributes	PEOs	
Acquire Comprehensive Business Knowledge	PEO1	BBA graduates will possess up-to-date disciplinary and interdisciplinary knowledge in business and management, along with proficiency in utilizing modern technology to enhance business performance.
Effective Communication and Leadership	PEO2	BBA graduates shall have the requisite skill sets to communicate effectively, work collaboratively, and lead BBA graduates will have developed effective communication skills, enabling them to communicate proficiently, collaborate in diverse teams, and demonstrate leadership qualities in various professional settings.in diverse environments.
Foster Innovation and Entrepreneurship	PEO3	BBA graduates will cultivate an innovative and entrepreneurial mindset, allowing them to analyse problems creatively, generate innovative solutions, and demonstrate entrepreneurial abilities in both new and existing enterprises.
Integrate Ethics for Sustainability	PEO4	BBA graduates will understand and apply ethical principles in decision-making processes to create sustainable workplaces and contribute positively to the community. They will consider the social, environmental, and economic impacts of business practices to ensure responsible decision-making.
Enhance Critical Thinking and Problem-Solving Skills	PEO5	BBA graduates will develop the ability to think critically, analyse data, make informed decisions, and solve complex problems prevalent in the dynamic business environment.
Navigate Global Business Dynamics	PEO6	BBA graduates will acquire a comprehensive understanding of the global business scenario and develop the necessary skills to address challenges and opportunities in local, regional, and global environments. They will be adept at analysing and navigating international markets, cultural diversity, and global competition to implement effective strategies on a global scale.

BBA Programme Structure

Semester – I

Sr. No.	Course code	Course Name	L	P	Maximum Marks			Credits	ESE Duration (Hrs.)
					Continuous Assessment	End Sem Exam	Total		
01	25SM01TH0101	Business Mathematics	3	-	50	50	100	03	03
02	25SM01TH0102	Human Psychology	3	-	50	50	100	03	03
03	25SM01TH0103	Business History	3	-	50	50	100	03	03
04	25SM01TH0104	Principles of Management	3	-	50	50	100	03	03
05	25SM01TH0105	Critical and Creative Thinking	3	-	50	50	100	03	-
06	25SM01TH0106	Environment Management*	1	-	50	50	100	02	-
07	25SM01TH0107	Book Review	1	-	25	25	50	01	-
08	25SM01TH0108	Syndicate Learning	1	-	25	25	50	01	-
09	25SM01PR0101	English Language Lab	-	2	25	25	50	01	-
10	25SM01PR0102	Art, Culture, and Sports	-	-	-	-	-	00	-
		Total	18	2	375	375	750	20	

* Environment Management (Self-Paced Learning)

Semester – II

Sr. No.	Course code	Course Name	L	P	Maximum Marks			Credits	ESE Duration (Hrs.)
					Continuous Assessment	End Sem Exam	Total		
01	25SM01TH0201	Statistics for Management	3	-	50	50	100	03	03
02	25SM01TH0202	Foreign Language [#]	3	-	50	50	100	03	03
03	25SM01TH0203	Marketing Principles and Strategies	3	-	50	50	100	03	03
04	25SM01TH0204	Organizational Behaviour	3	-	50	50	100	03	03
05	25SM01TH0205	Indian Ethos and Business Ethics	2	-	50	50	100	02	02
06	25SM01TH0206	Holistic Development*	1	-	50	50	100	02	-
07	25SM01PR0201	Computer Application in Management	-	2	25	25	50	01	-
08	25SM01PR0202	Business Communication	-	2	25	25	50	01	-
09	25SM01PR0203	Media Review	-	2	25	25	50	01	-
10	25HS04PR0203	Health-Fitness-Wellbeing	-	2	25	25	50	01	-
		Total	15	8	400	400	800	20	

- Foreign Language Bucket

Course Code	Course Name
25SM01TH0202-1	French Language
25SM01TH0202-2	German Language

*** Holistic Development (Self-Paced Learning)**

Semester – III

Sr. No.	Course code	Course Name	L	P	Maximum Marks			Credits	ESE Duration (Hrs.)
					Continuous Assessment	End Sem Exam	Total		
01	25SM01TH0301	Financial Accounting	3	-	50	50	100	03	03
02	25SM01TH0302	Principles of Economics	3	-	50	50	100	03	03
03	25SM01TH0303	Human Resource Management	3	-	50	50	100	03	03
04	25SM01TH0304	Business Law	3	-	50	50	100	03	03
05	25SM01TH0305	Research Methodology	3	-	50	50	100	03	03
06	25SM01TH0306	Enrichment Course*	1	-	50	50	100	02	-
07	25SM01TH0307	Study of Cultures	1	-	25	25	50	01	-
08	25SM01PR0301	Personality Development	-	2	25	25	50	01	-
09	25SM01PR0302	Spreadsheet	-	2	25	25	50	01	-
		Total	17	4	375	375	750	20	

* Enrichment Course (Self-Paced Learning)

Semester – IV

Sr. No.	Course code	Course Name	L	P	Maximum marks			Credits	ESE Duration (Hrs.)
					Continuous Assessment	End Sem Exam	Total		
01	25SM01TH0401	Consumer Behaviour	3	-	50	50	100	03	03
02	25SM01TH0402	Financial Management	3	-	50	50	100	03	03
03	25SM01TH0403	Operations Management	3	-	50	50	100	03	03
04	25SM01TH0404	Quantitative Techniques	3	-	50	50	100	03	03
05	25SM01TH0405	Corporate Taxation	3	-	50	50	100	03	03
06	25SM01TH0406	Vocational Development*	1	-	50	50	100	02	-
07	25SM01PR0401	Life-skills Lab	-	2	25	25	50	01	-
08	25SM01PR0402	Career Management	-	2	25	25	50	01	-
09	25SM01PR0403	Community Engagement and Services	-	2	25	25	50	01	-
10	25HS04PR0401	Self Defence & Indian Martial Arts	-	2	-	-	-	00	-
		Total	16	6	375	375	750	20	

* Vocational Development (Self-Paced Learning)

Semester – V

Sr. No.	Course code	Course Name	L	P	Maximum marks			Credits	ESE Duration (Hrs.)
					Continuous Assessment	End Sem Exam	Total		
01	25SM01TH0501	Business Analytics	3	-	50	50	100	03	03
02	25SM01TH0502	Strategic Management	3	-	50	50	100	03	03
03	25SM01TH0503	Cost and Management Accounting	3	-	50	50	100	03	03
04	25SM01TH0504	Project Management	3	-	50	50	100	03	03
05	25SM01TH0505	Innovation, Entrepreneurship and Venture Development	2	-	50	50	100	02	02
06	25SM01TH0506	Indian Knowledge System	1	-	-	-	-	00	-
07	25SM01PR0501	Creative Writing and Designing	-	2	25	25	50	01	-
08	25SM01PR0502	Sectorial Analysis	-	2	25	25	50	01	-
09	25SM01PR0503	Summer Internship	-	-	100	100	200	04	-
		Total	15	4	400	400	800	20	

Semester - VI

Sr. No.	Course code	Course Name		L	P	Maximum marks			Credits	ESE Duration (Hrs.)
						Continuous Assessment	End Sem Exam	Total		
01	-	Specialisation 1	Elective 1	3	-	50	50	100	03	03
02	-		Elective 2	3	-	50	50	100	03	03
03	-		Elective 3	3	-	50	50	100	03	03
04	-	Specialisation 2	Elective 1	3	-	50	50	100	03	03
05	-		Elective 2	3	-	50	50	100	03	03
06	-		Elective 3	3	-	50	50	100	03	03
07	25SM01PR0601	Field Project		-	-	100	100	200	04	-
		Total		18	-	400	400	800	22	

Semester - VII

Sr. No.	Course code	Course Name		L	P	Maximum marks			Credits	ESE Duration (Hrs.)
						Continuous Assessment	End Sem Exam	Total		
01	-	Specialisation 1	Elective 4	3	-	50	50	100	03	03
02	-		Elective 5	3	-	50	50	100	03	03
03	-		Elective 6	3	-	50	50	100	03	03
04	-	Specialisation 2	Elective 4	3	-	50	50	100	03	03
05	-		Elective 5	3	-	50	50	100	03	03
06	-		Elective 6	3	-	50	50	100	03	03
		Total		18	-	300	300	600	18	

Semester - VIII

Sr. No.	Course code	Course Name	L	P	Maximum marks			Credits	ESE Duration (Hrs.)
					Continuous Assessment	End Sem Exam	Total		
1	25SM01PR0801	Research Project	-	-	200	200	400	22	-

OR

Sr. No.	Course code	Course Name	L	P	Maximum marks			Credits	ESE Duration (Hrs.)
					Continuous Assessment	End Sem Exam	Total		
1	25SM01PR0802	Industry Internship Project	-	-	200	200	400	22	-

VI & VII ELECTIVE SPECIALIZATIONS OFFERED

Course Code		Elective
Banking and Financial Management		
VI Semester	VII Semester	Course
25SM01TH0601-1	25SM01TH0701-1	Commercial Banking in India
25SM01TH0601-2	25SM01TH0701-2	Risk Management in Banking & Insurance
25SM01TH0601-3	25SM01TH0701-3	Digital Banking
25SM01TH0601-4	25SM01TH0701-4	Foreign Exchange Management
25SM01TH0601-5	25SM01TH0701-5	Credit Management
25SM01TH0601-6	25SM01TH0701-6	Forex Derivatives
25SM01TH0601-7	25SM01TH0701-7	International Banking and Finance
25SM01TH0601-8	25SM01TH0701-8	Non-Banking Financial Services & Micro Finance
25SM01TH0601-9	25SM01TH0701-9	Rural and Cooperative Banking
25SM01TH0601-10	25SM01TH0701-10	Marketing of Banking & Financial Services
25SM01TH0601-11	25SM01TH0701-11	Investment Management
25SM01TH0601-12	25SM01TH0701-12	Econometrics Using Gretl

Course Code		Elective
Business Analytics		
VI Semester	VII Semester	Course
25SM01TH0602-1	25SM01TH0702-1	Business Analytics
25SM01TH0602-2	25SM01TH0702-2	Business Data Mining
25SM01TH0602-3	25SM01TH0702-3	Applied Econometrics
25SM01TH0602-4	25SM01TH0702-4	Customer Analytics
25SM01TH0602-5	25SM01TH0702-5	Statistics Using R
25SM01TH0602-6	25SM01TH0702-6	Data Mining Using Orange
25SM01TH0602-7	25SM01TH0702-7	Web Analytics
25SM01TH0602-8	25SM01TH0702-8	Data Visualization through Power BI
25SM01TH0602-9	25SM01TH0702-9	Decision Analytics using Python
25SM01TH0602-10	25SM01TH0702-10	Text Mining and Modelling
25SM01TH0602-11	25SM01TH0702-11	SQL for Business Management
25SM01TH0602-12	25SM01TH0702-12	Visual Data Storytelling
25SM01TH0602-13	25SM01TH0702-13	Decision Support system with Spreadsheet
25SM01TH0602-14	25SM01TH0702-14	Supply Chain Analytics
25SM01TH0602-15	25SM01TH0702-15	Social Media Analytics

Course Code		Elective
Entrepreneurship and Family Business		
VI Semester	VII Semester	Course
25SM01TH0603-1	25SM01TH0703-1	Managing Human Capital
25SM01TH0603-2	25SM01TH0703-2	Purchase and Materials Management
25SM01TH0603-3	25SM01TH0703-3	Advanced Management Accounting
25SM01TH0603-4	25SM01TH0703-4	International Business
25SM01TH0603-5	25SM01TH0703-5	Launching and Managing an Enterprise
25SM01TH0603-6	25SM01TH0703-6	Buying an Existing Business
25SM01TH0603-7	25SM01TH0703-7	Family Business Management
25SM01TH0603-8	25SM01TH0703-8	Business Tax Planning
25SM01TH0603-9	25SM01TH0703-9	Entrepreneurial Finance
25SM01TH0603-10	25SM01TH0703-10	Logistics Management
25SM01TH0603-11	25SM01TH0703-11	Social Entrepreneurship
25SM01TH0603-12	25SM01TH0703-12	Entrepreneurial Marketing

Course Code		Elective
Financial Management		
VI Semester	VII Semester	Course
25SM01TH0604-1	25SM01TH0704-1	Security Analysis & Portfolio Management
25SM01TH0604-2	25SM01TH0704-2	Derivatives & Risk Management
25SM01TH0604-3	25SM01TH0704-3	Mergers & Acquisitions and Corporate Restructuring
25SM01TH0604-4	25SM01TH0704-4	Project Planning & Financing
25SM01TH0604-5	25SM01TH0704-5	Behavioural Finance
25SM01TH0604-6	25SM01TH0704-6	Commercial Banking in India
25SM01TH0604-7	25SM01TH0704-7	Wealth Management
25SM01TH0604-8	25SM01TH0704-8	International Finance and Trade
25SM01TH0604-9	25SM01TH0704-9	Financial Services & Merchant Banking
25SM01TH0604-10	25SM01TH0704-10	Management Control System
25SM01TH0604-11	25SM01TH0704-11	Insurance Management

Course Code		Elective
Human Resource Management		
VI Semester	VII Semester	Course
25SM01TH0605-1	25SM01TH0705-1	Talent Acquisition and Management
25SM01TH0605-2	25SM01TH0705-2	Industrial Relations and Labour Laws
25SM01TH0605-3	25SM01TH0705-3	Learning and Development
25SM01TH0605-4	25SM01TH0705-4	Performance Management and Appraisal
25SM01TH0605-5	25SM01TH0705-5	Compensation and Benefits Management
25SM01TH0605-6	25SM01TH0705-6	International Human Resource Management
25SM01TH0605-7	25SM01TH0705-7	People Analytics
25SM01TH0605-8	25SM01TH0705-8	Managerial Competencies for HR Professionals
25SM01TH0605-9	25SM01TH0705-9	Diversity, Equity and Inclusion
25SM01TH0605-10	25SM01TH0705-10	Organization Development
25SM01TH0605-11	25SM01TH0705-11	Employer Branding
25SM01TH0605-12	25SM01TH0705-12	HR as a Business Partner

Course Code		Elective
Marketing Management		
VI Semester	VII Semester	Course
25SM01TH0606-1	25SM01TH0706-1	Integrated Marketing Communication
25SM01TH0606-2	25SM01TH0706-2	Brand Management
25SM01TH0606-3	25SM01TH0706-3	Retail Management
25SM01TH0606-4	25SM01TH0706-4	Sales and Distribution Management
25SM01TH0606-5	25SM01TH0706-5	Services Marketing
25SM01TH0606-6	25SM01TH0706-6	Rural Marketing
25SM01TH0606-7	25SM01TH0706-7	Customer Relationship Management
25SM01TH0606-8	25SM01TH0706-8	B2B & Industrial Marketing
25SM01TH0606-9	25SM01TH0706-9	International & Cross-Cultural Marketing
25SM01TH0606-10	25SM01TH0706-10	Marketing Analytics
25SM01TH0606-11	25SM01TH0706-11	Sustainable & Green Marketing
25SM01TH0606-12	25SM01TH0706-12	Digital Marketing
25SM01TH0606-13	25SM01TH0706-13	Product Management

Syllabus for Semester I, BBA

Course Code: 25SM01TH0101

Course: Business Mathematics

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objectives:

This course aims to equip students with foundational mathematical concepts and techniques essential for solving practical business problems. Students will develop the ability to interpret and apply set theory, ratios, discounts, interest calculations, probability, and linear programming models to optimize decision-making in business contexts.

Course Outcomes:

Upon successful completion of this course, the student will be able to –

1. Describe and explain the fundamental concepts of sets, ratios, and proportions
2. Calculate profit, loss, and discounts accurately (Apply)
3. Calculate interest and annuity problems effectively (Apply)
4. Analyse and choose the correct counting methods for given situations (Analyse)
5. Evaluate the applicability of LPP in optimising business operations (Evaluate)

Unit I: Ratio Proportion and Set theory: Set Theory- Introduction, Definition of Set, Representation of a Set, Types of Sets, Equality of Sets, Subset of a Set, Union of Sets, Intersection of Sets, Disjoint Sets, Universal Set, Complement of a Set, Difference of Sets, Venn Diagram, Application of Set. Ratio, Proportion and Percentage - Ratio- Definition, Continued Ratio, Inverse Ratio, Proportion, Continued Proportion, Direct Proportion, Inverse Proportion, Percentage- Meaning and Computations of Percentages.

Unit II: Profit and Loss: Terms and Formulae, Trade discount, Cash discount, Problems involving cost price, Selling Price, Trade discount and Cash Discount, partnership

Unit III: Simple and Compound Interest: Simple Interest, Compound interest (reducing balance & Flat Interest rate of interest), nominal and effective rate of interest, Problems, Introduction to concept of annuity, Basic numerical on annuity, present value, depreciation

Unit IV: Permutation and Combination: Permutations of 'n' dissimilar objects taken 'r' at time (with or without repetition), Combinations of 'r' objects taken from 'n' objects, problems, Applications.

Unit V: Linear Programming: Meaning of Linear Programming, Requirements for a Linear Programming Problem, Basic Assumptions of Linear Programming, Uses and Limitations of Linear Programming, Linear Functions and Linear Equations General Formulation of LPP, Mathematical Formulation of Linear Programming Problems, Solutions of LPP

Text Book:

Business Mathematics by Dr Padmalochan Hazarika, S. Chand Publications

References Books:

1. Business Mathematics by S P Rajagopalan, R Sattanathan, Tata McGraw Hill
2. Business Mathematics by Kashyap Trivedi and Chirag Trivedi, Pearson Publications
3. Business Mathematics & Statistics- By NG Das & JK Das, McGraw Hill

Syllabus for Semester I, BBA

Course Code: 25SM01TH0102

Course: Human Psychology

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

The objective of this course is to provide students with a comprehensive understanding of fundamental psychological concepts, including intelligence, attention, perception, personality, attitude, stress, and anxiety. The course aims to equip students with the theoretical knowledge and practical skills necessary to describe, explain, analyse, and apply psychological principles to understand human behaviour and mental processes in diverse contexts.

Course Outcomes:

1. Apply concepts of psychology and intelligence to interpret human behavior in various contexts.
2. Apply principles of attention and perception to evaluate how individuals process information and respond to their environment.
3. Analyze various theories and types of personality to determine their influence on individual differences and behavior.
4. Apply and Analyze the concept of attitude to examine how attitudes are formed, changed, and influence behavior in personal and social settings.
5. Evaluate the concepts of stress and anxiety to determine their psychological impact and propose appropriate coping strategies.

Unit I: Introduction to Psychology & Intelligence: Definition of Psychology, Features and Evolution of Psychology, Foundation of Individual Behaviour: Personal factors, Psychological factors, Organizational systems and resources and environmental factors. Models of Individual Behaviour. Intelligence: Nature and types of Intelligence, Theories of Intelligence, Factors influencing intelligence, Concept of Emotional intelligence Dimensions of emotional intelligence

Unit II: Perception: Tappers and Listeners Experiment, Attention, Meaning of perception, Perceptual process, Perception Biases, Stereotypes

Unit III: Personality: Concept and nature of personality, Shaping of personality, Determinants of personality, Personality structure- Big five personality model & Myers-Briggs Indicator. Type A & Type B personality, Concept of Self Efficacy, Self Esteem, Self-Monitoring. Need for Achievement, Power and Affiliation

Unit IV: Attitude: Concept and nature of Attitude, Components of Attitude, Formation of Attitude, Classical Conditioning, Operant conditioning & Reinforcement Theory, Changing Attitudes, Cognitive Dissonance & Functions of Attitude

Unit V: Stress and Wellbeing: Concept of stress, Stress Experience, Sources of stress, Consequences of stress, Eustress, Anxiety, Rational Emotive Therapy, and Stress Management.

Text Book:

Organisational Behaviour: Text, Cases & Games, K. Aswathappa, Himalaya Publishing House

Reference Books:

1. Organisation Behaviour: Luthans 8th Tata McGraw Hill
2. Organisational Behaviour: Stephen B. Robbins, Pearson
3. ORGB, Nelson, Quick and Khandelwal, Cengage Learning

Syllabus for Semester I, BBA

Course Code: 25SM01TH0103

Course: Business History

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

To develop an understanding of how major historical events have shaped global and Indian business environments, enabling students to analyse the intersection of business with economic, political, and technological changes.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Identify key global economic changes caused by the World Wars, and explain the ripple effects of the Great Depression on global business.
2. Describe how geopolitical rivalries influenced economic structures, and analyse the rise of multinational corporations in the post-war period.
3. Examine the effects of liberalization and tech globalization, and analyse the Subprime Crisis and its impact on global regulatory practices
4. Understand and assess how modern technologies, pandemic-driven innovation and resilience reshape business landscapes.
5. Trace India's business evolution from ancient to modern times, and explain the impact of political and policy shifts on Indian economy

Unit I: Global Business Shifts – 1914 to 1945: WWI: Changes in production, trade, and economic alliances, The Great Depression: Collapse of businesses, financial systems, WWII: War industries, global supply disruptions, and the emergence of state capitalism

Unit II: Cold War and Economic Reorientation – 1945 to 1990: Capitalist vs. Socialist economic models, Marshall Plan and post-war recovery, Rise of multilateral institutions: IMF, World Bank, GATT, Oil shocks and economic restructuring, Global supply chain evolution and MNCs' emergence

Unit III: Globalization and Financial Crises – 1990 to 2010: Fall of USSR and opening of global markets, Y2K, tech boom, and offshoring, 2008 Subprime Mortgage Crisis: Causes, corporate collapses, and global implications

Unit IV: Disruption and Reinvention – 2010 Onwards: Industry 4.0: AI, robotics, digital transformation, COVID-19: Business continuity, WFH culture, crisis management, Rise of ESG investing and purpose-driven business, Generative AI and future business models

Unit V: Business History in India – From Pre-Colonial to Present: State of the Indian Economy before British Raj, Colonial deindustrialization, Drain of Wealth theory, Five-Year Plans and mixed economy, Nationalization and License Raj, Liberalization and India's economic boom, Indian start-up ecosystem and digital economy

Textbook:

The course coordinator will provide articles and reading material.

Reference Books:

1. The Corporation that Changed the World, Nick Robbins, Pluto Press
2. The Concise Oxford History of Indian Business, Dwijendra Tripathi, Jyoti Juman, Oxford University Press
3. Business History: Complexities and Comparisons, Andrea Colli, Franco Amatori, Routledge

Syllabus for Semester I, BBA

Course Code: 25SM01TH0104

Course: Principles of Management

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

The objective of the course is to provide an understanding of basic concepts, principles and practices of management. The aim is to inculcate the ability to apply a multifunctional approach to organisational objectives.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Demonstrate the importance of principles of management.
2. Paraphrase the importance of planning and decision-making in an organisation.
3. Comprehend the concept of various authorities and responsibilities of an organisation.
4. Enumerate the various methods of Performance appraisal
5. Demonstrate the concepts of direction, coordination, and control in management.

Unit I: Introduction to Management: Meaning- Definitions – Nature and Scope - Levels of Management – Importance - Management Vs. Administration – Management: Science or Art –Evolution of Management Thoughts – F. W. Taylor, Henry Fayol, Peter F. Drucker, Elton Mayo - Functions of Management - Trends and Challenges of Management. Managers – Qualification – Duties & Responsibilities.

Unit II: Planning: Meaning – Definitions – Nature – Scope and Functions – Importance and Elements of Planning – Types – Planning Process - Tools and Techniques of Planning – Decision Making: Meaning – Characteristics – Types - Steps in Decision Making – Forecasting.

Unit III: Organizing: Meaning - Definitions - Nature and Scope – Characteristics – Importance – Types - Formal and Informal Organization – Organization Chart – Organization Structure: Meaning and Types - Departmentalization– Authority and Responsibility – Centralization and Decentralization – Span of Management.

Unit IV: Staffing: Introduction - Concept of Staffing- Staffing Process – Recruitment – Sources of Recruitment – Modern Recruitment Methods - Selection Procedure – Test Interview– Training: Need - Types– Promotion –Management Games – Performance Appraisal - Meaning and Methods –Work from Home - Managing Work from Home [WFH].

Unit V: Directing: Motivation –Meaning - Theories – Communication – Types - Barriers to Communications – Measures to Overcome the Barriers. Leadership – Nature - Types and Theories of Leadership – Styles of Leadership - Qualities of a Good Leader - Co-ordination and Control Co-ordination – Meaning - Techniques of Co-ordination. Control -

Characteristics - Importance – Stages in the Control Process - Requisites of Effective Control.

Text Book:

Principles and Practice of Management: L. M. Prasad, Sultan Chand & Sons

References Books:

1. Management Theory and Practice: P Subba Rao, Himalaya Publishing House.
2. Principles of Management: Dr. Neeru Vasissth, Taxmann's Publication.
3. Management Principles, Processes and Practices: Anil Bhat & Arya Kumar, Oxford Publications.

Syllabus for Semester I, BBA

Course Code: 25SM01TH0105

Course: Critical and Creative Thinking

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

This course provides the foundation for the students to understand the various aspects critical and creative thinking that will help them in developing their problem-solving skills using out of the box thinking.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Understand the significance of critical thinking and apply critical thinking skills to discern and assess arguments presented in written and spoken discourse.
2. Grasp the principles of deductive and inductive reasoning and employ these principles to appraise the validity and strength of arguments.
3. Comprehend rhetorical strategies, fallacies (both formal and substantive), and argument reconstruction techniques to critically analyse and assess persuasive discourse.
4. Understand logical assessment strategies and implement them to evaluate the rational persuasiveness of arguments
5. Recognize the principles of creative thinking and understand the differences and similarities between creative thinking and critical thinking and apply brainstorming principles and techniques, including the Six Thinking Hats method to facilitate creative problem-solving and idea generation.

Unit 1: Why Should We Become Critical Thinkers: Beginning to Think Critically: Recognising Arguments, Identifying Conclusions and Premises, Intermediate Conclusions, Linguistic Phenomena

Unit 2: Logic: Deductive Validity & Inductive Force: Deductive Validity, Conditional Propositions, Deductive Soundness, Inductive Soundness, Conditional Probability in the Conclusion, Evidence, Inductive Inferences

Unit 3: Rhetorical Plays, Fallacies, and Argument Reconstruction: Rhetorical Ploys, Fallacies: Formal & Substantive, Implicit & Explicit, Connecting Premises, Generalisations, Relevance, Ambiguity and Vagueness

Unit 4: Issues in Argument Assessment: Rational Persuasiveness, Strategies for Logical Assessment, Refutation by Counter Example, Engaging with Argument Commentary, Argument Trees, Truth and Relativity, Belief, Justification & Truth

Unit 5: Creative Thinking: Creative Thinking vs Critical Thinking, Levels of Creativity, Creative Environments, Brainstorming - Principles, Techniques, Six Thinking Hats

Text Book:

Critical Thinking: A Concise Guide, Tracy Bowell and Gary Kemp. Routledge, London

References Books:

1. Critical Thinking: A Student's Introduction (fourth Edition), Gregory Bassham, William Irwin, Henry Nardone and James M. Wallace, McGraw-Hill, New York, 2002.
2. The Miniature Guide to Critical Thinking: Concepts and Tools, Richard Paul and Linda Elder, Foundation for Critical Thinking, 2008.
3. The Nature and Functions of Critical & Creative Thinking, Richard Paul and Dr. Linda Elder, Foundation for Critical Thinking, 2008.
4. Six Thinking Hats, Edward deBono, Penguin
5. Lateral Thinking, Edward deBono, Penguin

Syllabus for Semester I, BBA

Course Code: 25SM01TH0106

Course: Environment Management

L: 1 Hrs, P: 0 Hrs, per Week

Total Credits: 2

Course Objective:

The course introduces key environmental concepts relevant to business, promotes awareness of sustainability and legal frameworks in India, and fosters understanding of ecological and social interactions. It equips students to apply environmental thinking to real-world and business challenges.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Understand the basic concepts of ecosystem, biodiversity, and environmental issues.
2. Learn practical approaches to waste management and its significance in India.
3. Analyse environmental clearance processes and relevant Indian laws.
4. Evaluate social and developmental issues affecting the environment and public health.
5. Apply sustainability concepts and public rights in environmental problem-solving.

Unit I: Introduction to Environment and Ecosystems: Meaning, Scope, and Importance of Environment Management, Ecosystem: Structure, Function, and Types, Biodiversity: Value, Threats, and Conservation, Types of Environmental Pollution: Air, Water, Soil, Noise, Conservation of Natural Resources (Forest, Water, Energy)

Unit II: Waste Management in India: Overview of Waste Management: Types of Waste, Municipal Waste, Industrial Waste, and Electronic Waste, Sustainable Waste, Disposal Methods: Composting, Recycling, Landfills, E-Waste, Role of Business in Waste Management

Unit III: Environmental Governance and Legal Framework: Industrial Pollution and Environmental Impact, Environmental Impact Assessment (EIA): Procedure and Importance, Environmental Clearance in India, Role and Powers of National Green Tribunal (NGT), Environmental Audit vs. EIA, Legal Case: POSCO Steel Plant

Unit IV: Social and Health Issues in Environment Management: Displacement due to Dams and Industrial Projects, Narmada Dam Case: Socio-environmental Perspectives, Environment and Human Health: Pollution-related Diseases, Role of NGOs in Environmental Protection, Community Participation in Environmental Movements

Unit V: Contemporary Concerns and Sustainable Development: Bhopal Gas Tragedy: Lessons for Industry and Policy, Climate Change, Global Warming, and Carbon Footprint, Consumerism and Environmental Waste, Public Awareness: Plastic Ban, Eco-labeling, Clean India Campaign (Swachh Bharat Abhiyan), Sustainable Development & Triple Bottom Line (People, Planet, Profit), Public Rights: RTI (Right to Information) and PIL (Public Interest Litigation) in Environmental Cases.

Text Book:

Environmental Studies, R. Rajagopalan, Oxford University Press

References Books:

1. Environmental Studies, Dr. Vijay Kumar Tiwari, Himalaya Publishing House
2. Environmental Management, N.K. Uberoi, Excel Books
3. Environment Management, G.N. Pandey, Vikas Publishing House
4. Fundamentals of Business Environment, M. B. Shukla, Taxmann

Syllabus for Semester I, BBA

Course Code: 25SM01TH0107

Course: Book Review

L: 1 Hrs, P: 0 Hrs, per Week

Total Credits: 1

Course Objective:

This course provides the students the opportunity to develop the skills of critical and analytical thinking as well as help them put forward their thoughts in an organized manner. It includes the review of fiction and non-fiction books.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Understand and think deeply about ideas, characters, and messages in fiction and non-fiction books.
2. Share their thoughts clearly in discussions based on what your reading.

Note on Course Conduction

- The students will read 1 Fictional Book and 1 Non-fiction Book.
- The books so decided will be split into 4-5 logical reading chunks and each week the student is required to come to the class having read the allotted reading chunk.
- The course teacher will identify 2-3 discussion questions based on that week's reading material before the class
- The teacher will summarise the book so far in 5-10 mins and randomly divide the students into groups. Each group will discuss their thoughts and deliberations on the book as per the discussion questions. (10-15 mins per question)
- Each student will be required to individually write their learnings for each discussion question and submit the same.
- Attendance will be finalised based on report submission.

Syllabus for Semester I, BBA

Course Code: 25SM01TH0108

Course: Syndicate Learning

L: 1 Hrs, P: 0 Hrs, per Week

Total Credits: 1

Course Objective:

To promote active peer-to-peer learning and teamwork by engaging students in group-based presentations and discussions on contemporary business topics; and to develop critical thinking and writing abilities via reflective group discussions and written report submissions.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Work effectively in teams to research, prepare, and deliver short presentations on current business topics.
2. Think critically and express their understanding of the topic through group discussions and written reports.

Note on Course Conduction

- For this course, the students of each section will be divided into groups of 5 members. Each group will be assigned a contemporary topic for presentation which will be disclosed to them 1-week prior to their turn.
- During the lecture hour, two pre-selected groups will give a 10-12-minute presentation about the topic assigned to them. After the presentation is there will be a 2-3-minute viva.
- The non-presenters will be randomly divided into groups on the day of the class. After the presentation and Q/A is done there will be a 10-15-minute discussion in all groups about the topic presented and each group will submit a written report in their own words. (One report per group)
- Final attendance will be granted only after the submission of the report.

Syllabus for Semester I, BBA

Course Code: 25SM01PR0101

Course: English Language Lab

L: 0 Hrs, P: 2 Hrs, per Week

Total Credits: 1

Course Objective:

To enhance competency of communication among learners and prepare them for effective workplace communication

Course Outcomes:

On completion of Professional Communication Lab course, students will be able to achieve the following:

CO1: Implement essential language skills- listening, speaking, reading, and writing

CO2: Demonstrate the techniques of effective Presentation Skills

CO3: Evaluate and apply the effective strategies for Group Discussions

CO4: Effectively implement the comprehensive principles of written communication

List of Practicals

Professional Communication-1

Practical 1: Speaking Skills

This practical will cover the following topics: Effective communication techniques, Role of paralinguistic features viz. pronunciation, stress, intonation and rhythm, meeting people, asking questions, types of barriers and techniques to overcome them

Practical 2: Listening Skills

This practical will cover the following topics: Listening Comprehension, active listening, reasons for poor listening, traits of a good listener, and barriers to effective listening

Practical 3: Reading

This practical will cover the following topics: Reading Comprehension: types and strategies

Professional Communication-2

Practical 4: Presentation Skills: Orientation & Practice Session

This practical will cover the following topics: Introduction to professional presentation skills, planning the content, effective delivery, aspects of non-verbal communication, visual designing, tips for effective presentations

Practical 5: Presentation Skills: Mock

Practical 6: Group Discussions: Practice

This practical will cover the following topics: types of group discussion and strategies for effective group discussion

Practical 7: Group Discussions: Mock

Professional Communication-3

Practical 8: Writing Practices-1

This practical will cover the following topic: Vocabulary building

Practical 9: Writing Practices-2

This practical will cover the following topics: Paragraph structures, Note-making

Practical 10: Writing Practices-3

This practical will cover the following topic: Academic Correspondence

Reference Books

1. *Communication Skills*. Sanjay Kumar and Pushp Lata. Oxford University Press. 2011.
2. *Practical English Usage*. Michael Swan. OUP. 1995.
3. *Remedial English Grammar*. F.T. Wood. Macmillan.2007
4. *On Writing Well*. William Zinsser. Harper Resource Book. 2001
5. *Study Writing*. Liz Hamp-Lyons and Ben Heasley. Cambridge University Press. 2006

Syllabus for Semester I, BBA

Course Code: 25SM01PR0102

Course: Art, Culture & Sports

L: 0 Hrs, P: 0 Hrs, per Week

Total Credits: 0

Course Objective:

To encourage student participation in performing arts or sports, fostering holistic development through experiential learning that enhances life skills such as teamwork, leadership, discipline, and creative expression.

Course Outcomes:

1. Participate actively in performing arts or sports events at intra- or inter-collegiate levels to demonstrate discipline, commitment, and self-management.

Note:

- In this course, students are expected to participate in any Performing Arts or Sports activity at the Intra-collegiate or Inter-collegiate level. The student will be awarded passing grades after submission of a valid certificate.

Syllabus for Semester II, BBA

Course Code: 25SM01TH0201

Course: Statistics for Management

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

This course aims to develop a foundational and applied understanding of statistical methods including measures of central tendency and dispersion, correlation, regression, and probability distributions. It prepares students to analyse data effectively and apply statistical tools for informed decision-making in business and real-world scenarios.

Course Outcomes:

1. Explain and differentiate between various measures of central tendency such as mean, median, mode, quartiles, deciles, and percentiles.
2. Compute, interpret, and compare different measures of dispersion including range, quartile deviation, mean deviation, standard deviation, and skewness.
3. Apply correlation analysis techniques to interpret the strength and direction of relationships between variables in real-world contexts.
4. Perform regression analysis and evaluate its usefulness in predicting outcomes and making informed decisions.
5. Analyse various probability distributions and demonstrate their application in business decision-making scenarios.

Unit I: Measures of Central Tendency: Introduction, Mean-Mode-median-Quartiles-Decile- percentile for raw data, frequency table and frequency table with range.

Unit II: Measures of Dispersion and Skewness: Introduction, range, coefficient of range, inter-quartile range, quartile deviation, mean deviation, standard Deviation, variance.

Unit III: Correlation Analysis: Simple Correlation, Two-way Frequency distribution and Rank Correlation.

Unit IV: Regression Analysis: Introduction & meaning, Basic linear regression, numerical on regression equation of X on Y and regression equation of Y on X. Method of Least Squares

Unit V: Probability Distributions: Binomial, Poisson and Normal Distributions.

Text Book

Business Statistics - By Dr. S.K. Khandelwal, international Book House Pvt. Ltd.

Reference Books

1. Statistical Methods - By S. P. Gupta - S. Chand & CO.
2. J.K. Sharma - Business Statistics - Pearson Publications

3. Statistics, Theory, Methods & Applications - Sancheti & Kapoor
4. Statistical Methods - Digambarpatri
5. Business Mathematics & Statistics- By NG Das & JK Das, McGraw Hill

Syllabus for Semester II, BBA

Course Code: 25SM01TH0202

Course: Foreign Language

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

To cultivate foundational proficiency in the chosen foreign language by developing practical listening, speaking, reading, and writing skills, while fostering cultural awareness that enhances students' global outlook and professional versatility.

In this course students will be given the choice of choosing a Foreign Language to study between the ones present in the course basket. At present the School of Management offers the students the choice between the following Foreign Languages:

1. 25SM01TH0202-1 French Language
2. 25SM01TH0202-2 German Language

Syllabus for Semester II, BBA

Course Code: 25SM01TH0203

Course: Marketing Principles and Strategies

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

The objective of this course is to equip students with a comprehensive understanding of marketing principles and strategies, enabling them to analyze market dynamics, develop effective marketing plans, and execute strategies that drive business growth and competitiveness.

Course Outcomes:

Upon successful completion of the course, students will be able to:

1. Understand the foundational concepts of marketing and their significance in marketing strategy formulation.
2. Analyse consumer buying behaviour.
3. Evaluate product development strategies and prepare market segmentation plans and positioning strategies for given products.
4. Apply pricing strategies, implement efficient physical distribution channels to maximize profitability, and identify effective promotional strategies.
5. Develop marketing strategies incorporating current trends and sustainable practices.

Unit 1: Introduction: Meaning, nature, and scope of marketing, Concepts of marketing mix, Marketing concepts, Functions of marketing, Difference between marketing and selling, various environmental factors affecting the marketing function

Unit 2: Buying Behaviour: Consumer and business buyer behaviour, Marketing research and analysis, Stages of the buying decision process

Unit 3: Market Segmentation: Market segmentation, Targeting, Positioning, Differentiation

Unit 4: Product, Pricing, Physical Distribution, and Promotion: Product and its classification, Product life cycle, Product mix, the 4 P's of marketing, Pricing objectives, Factors influencing pricing decisions, Physical distribution and channel members

Unit 5: Recent Trends in Marketing: Digital marketing, Green marketing, Social media marketing, Search engine optimization (SEO), Search engine marketing (SEM)

Text Book:

Marketing Management by Philip Kotler, Kevin Lane Keller, Pearson

References Books:

1. Marketing Management, Text & Cases, 19th edition, C.B. Gupta, N. Rajan Nair, Sultan Chand & Sons, New Delhi
1. Marketing Management, Indian Case Studies Included 16th Edition, Philip Kotler, Kevin Lane Keller, Alexander Chernev, Jagdish N. Sheth, Pearson
2. Marketing Management, 4th Edition, V S Ramaswamy & S Namakumari, Om Books International, New Delhi.
3. Modern Marketing Management, Rustom S. Davar, Ubs Publishers' Distributors Pvt. Ltd, New Delhi.
4. Principles of Marketing, S. A. Sherlekar & R. Krishnamoorthy, Himalaya Publishing House Pvt. Ltd., Mumbai

Syllabus for Semester II, BBA

Course Code: 25SM01TH0204

Course: Organizational Behaviour

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

This course aims to provide students with a foundational and applied understanding of human behaviour in Organisational settings. By exploring concepts taught in this course students will learn to analyse and evaluate individual and group behaviour to enhance Organisational effectiveness.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Explain and describe the fundamental concepts of Organisational behaviour.
2. Apply motivational theories to workplace scenarios, analyse the role of motives in driving behaviour, and evaluate motivation strategies for enhancing employee performance.
3. Apply leadership theories and team-building principles, analyse group formation and dynamics, and evaluate effective group functioning in formal and informal settings.
4. Apply power and political tactics in Organisational contexts, analyse causes and types of conflict, and evaluate strategies for managing Organisational conflict productively.
5. Apply key concepts to assess Organisational culture and climate, analyse factors driving change and resistance, and evaluate strategies for implementing and sustaining effective Organisational change.

Unit I: Introduction to Organization Behaviour: Definition, Importance, Scope, Fundamental Concepts of OB, And Evolution of OB.

Unit II: Motivation: Definition, Importance, Motives- Characteristics, Classification of motives - Primary & Secondary motives, Theories of Motivation

Unit III: Group Dynamics & Leadership: Concept of Leadership, Theories of Leadership, Concept of Group & Team, Theories of Group Formation, Formal and Informal Groups, Importance of Teambuilding,

Unit IV: Power Dynamics & Conflict Management: Concept of Power Dynamics, Bases of power, Power Tactics, Social-network analysis, how politics affects people, causes & consequences of political behaviour, Conflict Management: Definition, Traditional vis- à-vis Modern view of conflict-Types of conflict- Intrapersonal, Interpersonal, Intra-group and Inter-group, Constructive and Destructive conflict.

Unit V: Organisation Culture and Organisational Change: Organisation Climate, Factors Affecting Organisation Climate, Determinants & Measurement of Job Satisfaction, Characteristics & Objectives, Nature, levels of change, Pressures for change, The Domino

effect, Responses to change, Force field analysis, Change process, Resistance to change, Dynamics of change.

Text Book

Organisation Behaviour: Robbins, 9th Pearson Education Asia

Reference Books

1. Organisation Behaviour Text, Cases & Games: K Aswathappa, Himalaya Publishing House
2. Organisation Behaviour: Luthans 8th Tata McGraw Hill
3. Principal of Organisational Behaviour: 4th Ed. By R. Fincham-Oxford
4. Organisational Behaviour Human Behaviour at Work: Newstrom & Davis, 10th, Tata Hill.

Syllabus for Semester II, BBA

Course Code: 25SM01TH0205

**Course: Indian Ethos and Business
Ethics**

L: 2 Hrs, P: 0 Hrs, per Week

Total Credits: 2

Course Objective:

Students will understand Indian ethos, explore various ethical theories and frameworks and their applications to real-world business scenarios. Additionally, the course will delve into the concept of CSR, examining its principles, practices, and impacts on stakeholders and society

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Understand the relevance of Indian ethos in management and compare principles of self-management with Western management philosophies.
2. Interpret the sources of Indian ethos and apply traditional Indian values to leadership, motivation, and decision-making through case-based learning.
3. Apply ethical theories and frameworks to analyze moral dilemmas and make ethical decisions in business contexts.
4. Examine various CSR strategies and practices, and differentiate between corporate philanthropy and strategic CSR.
5. Reflect on emerging trends in ethics and CSR and evaluate personal and professional responsibilities in shaping ethical business conduct.

Unit I: Introduction to Indian Ethos and Values: Introduction to Indian ethos and its relevance in management; principles of self-management; comparison of Indian and Western management philosophies;

Unit II: Sources of Indian ethos: Vedas, Bhagavad Gita, Ramayana, Mahabharata, and Arthashastra; application of Indian values in leadership, motivation, and decision-making; case studies of Indian companies using traditional values.

Unit III: Applying Ethical Theories in Business: Ethical theories and framework; Case studies on ethical decision-making; Ethical reasoning and moral dilemmas.

Unit IV: CSR Strategies and Practices: CSR frameworks (e.g., ISO 26000, GRI); Corporate philanthropy vs. strategic CSR.

Unit V: Future Trends in Ethics and CSR: Emerging issues and debates; Reflection on personal and professional ethical responsibilities.

Text Book:

Indian Ethos and Business Ethics for Management by Shubhash Sharma and Rajneesh Khare; New Age International Publishers

Reference Books:

1. Business Success with Ethics and CSR by Kanchan Thakur
2. Corporate Governance Business Ethics and CSR 2/E by J. P. Sharma
3. Business Ethics Corporate Governance and CSR by Pradeep Sharma, Yaduveer Yadav, Arpita Mehta and Ankur Sethi.

Syllabus for Semester II, BBA

Course Code: 25SM01TH0206

Course: Holistic Development

L: 1 Hrs, P: 0 Hrs, per Week

Total Credits: 2

Course Objective:

To facilitate the comprehensive development of students by providing them with the opportunity to gain knowledge, skills, and perspectives necessary to thrive in a dynamic business environment. This course is designed to promote personal growth, interpersonal effectiveness, and professional success through a blend of theoretical knowledge, practical application, and reflective learning. This is a self-paced learning course. A course that is available through Online Distance Learning (ODL) will be offered to the students. The ODL course will be of at least 8 weeks.

Syllabus for Semester II, BBA

Course Code: 25SM01PR0201

**Course: Computer Application in
Management**

L: 0 Hrs, P: 2 Hrs, per Week

Total Credits: 1

Course Objective:

This course provides students with foundational knowledge of Information Systems (IS), including their types, functions, and organizational roles. It covers key systems such as TPS and DSS, and introduces database concepts and the phases of the System Development Life Cycle (SDLC). Students will also learn to apply SEO techniques and use Google Analytics for website optimization. Additionally, the course develops skills in creating professional documents using MS Word and designing multimedia-rich presentations in MS PowerPoint.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Differentiate IS based on their functions and organizational levels, understand role of Transaction Processing Systems (TPS), Decision Support Systems, Describe the role of databases, Understand the phases of the System Development Life Cycle (SDLC), apply the principles of SEO and Google Analytics to optimize website performance and analyze user behavior.
2. Ability to design and format official documents, understanding of mail merge for bulk communication, Ability to design visually appealing and informative presentations, Proficiency in integrating multimedia and visual storytelling.

Module 1: Information Systems – Concepts and Applications

- Introduction to Information Systems (IS): Concepts and Definitions
- Classification and Types of Information Systems
- Purpose and Role of IS in Organizations
- Key Systems:
- Transaction Processing System (TPS)
- Decision Support System (DSS)
- Diagrammatic Representation with Real-World Examples

Module 2: Fundamentals of Databases and DBMS

- Concepts and Functions of Database Management Systems (DBMS)
- Components of DBMS: Data Models, Schemas, Architecture
- Types of DBMS and Database Users

Module 3: Relational Databases and E-R Modeling

- Relational Database Management System (RDBMS) – Concepts and Features
- Entity-Relationship (E-R) Diagram: Symbols, Notations, and Rules
- Mapping E-R Diagrams to Tables

- Case Study: Sample E-R Diagram and Corresponding Table Design

Module 4: System Development Life Cycle (SDLC)

- Phases of SDLC:
 - Requirement Analysis
 - System Design
 - Development
 - Testing
 - Implementation
 - Maintenance
- Use of Data Flow Diagrams (DFD) and Modular Design

Module 5: Real-Time Example of an SDLC Project

Module 6: Search Engine Optimization (SEO) and Google Analytics

- Introduction to SEO: Definition and Importance
- On-Page and Off-Page Optimization Techniques
- Keyword Research, Meta Tags, URL Structuring, Content Optimization
- Google Analytics: Setup, Tracking, and Interpreting Data
- Hands-On Implementation of SEO for a Sample Website

Module 7: Document Creation and Formatting in MS Word

- Understand the MS Word interface and basic tools.
- Create, format, and edit documents.
- Apply features such as tables, styles, headers/footers, and mail merge.

Module 8: Creating Effective Presentations with Microsoft PowerPoint

- Learn slide creation, formatting, and design principles.
- Incorporate multimedia elements (images, audio, video).
- Use animations, transitions, and slide master.

Text Books

Information Technology for Management, 7th Edition, Efraim Turban, Linda Volonino, Wiley India.

Reference Books

1. Management Information System (South-Asian Perspective), Nilanjan Chattopadhyay, Cengage Learning.
1. Management Information System, W. S. Javadekar, Tata MacGraw Hill Publication
2. Management Information System, CSV Murthy, Himalaya Publication.
3. Computer Application in Business, Dr. R. Parameswaran, S. Chand Publication

Syllabus for Semester II, BBA

Course Code: 25SM01PR0202

Course: Business Communication

L: 0 Hrs, P: 2 Hrs, per Week

Total Credits: 1

Course Objective:

This course aims to enable students to apply foundational English language skills—including listening, speaking, reading, and writing—through the correct use of grammar, vocabulary, pronunciation, and intonation in academic and professional contexts.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Understand the foundational principles, barriers in business communication, and apply active listening techniques to respond appropriately in workplace interactions.
2. Apply the appropriate format, tone, and structure to compose effective business messages such as emails, memos, notices, reports, and meeting documents.

Module 1: Understanding communication types, flow, and importance

Module 2: Barriers in communication (physical, psychological, semantic)

Module 3: Active Listening in the Workplace

Module 4: Body Language & Para-linguistics

Module 5: Email Etiquette & Professional Email Writing

Module 6: Memo, Notice, Agenda & Minutes

Module 7: Business Report Writing

Module 8: Interpersonal Communication-I: Tone, empathy, non-verbal cues, and professionalism in interactions

Module 9: Interpersonal Communication-II: Giving Feedback & Difficult Conversations

Module 10: Crisis Communication in Business

Textbook:

Business Communication Essentials You Always Wanted To Know, Dr. Anna Maria Bliven, Vibrant Publishers

References Books:

1. The Art and Science of Business Communication, P D Chaturvedi and Mukesh Chaturvedi, Pearson Education
2. Business Communication Today, Courtland L. Bovee, John V. Hill, Roshan Lal Raina, Pearson Education

Syllabus for Semester II, BBA

Course Code: 25SM01PR0203

Course: Media Review

L: 0 Hrs, P: 2 Hrs, per Week

Total Credits: 1

Course Objective:

To develop students' analytical and evaluative skills by engaging them in critical review of brand communication across diverse media platforms and by enabling them to interpret the artistic and strategic elements of short films.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Analyse and evaluate the consistency, effectiveness, and strategic communication of a brand across print, digital, and physical media platforms.
2. Critically assess the narrative, emotional resonance, and technical elements of a short film to determine its impact and effectiveness.

Note: For Module 1 – Module 5 the students will be given a brand to analyse and evaluate, for Module 6 – Module 8 the students will analyse and evaluate a short film

Module 1: Brands website

Module 2: Print Media (Part 1) – Latest PR in newspapers, blogs etc

Module 3: Print Media (Part 2) – Print Advertisements in Magazines or Newspaper, Hoardings

Module 4: Social Media Review

Module 5: Outlet Review

Module 6: Screening of 15-20-minute short film, Review of the film (What did you like/dislike), Emotional impact of the film on you

Module 7: Success/ Failure factors of the previously screened short film

Module 8: Messaging and impact of factors such as Cinematography, Background Score etc of the previously screened short film

Syllabus for Semester II, BBA

Course Code: 25HS04PR0203

Course: Health-Fitness-Wellbeing

L: Hrs, P: 2 Hrs, per Week

Total Credits: 1

Course Objective:

The course aims to foster Health and wellness through Healthy and Active Lifestyle and creating awareness about the fundamentals of Physical Education, Sports, Yoga, Recreation and its effectiveness through practical experiences and hands on activities.

Course Outcomes:

1. Understand fundamental skills, basic principle and practices of Health, Fitness, Sports and Yoga.
2. Practically learn the principles of implementing general and specific conditioning of Fitness exercises.
3. Develop Health-related fitness and Body-mind co-ordination through various fitness activities, sports, recreational games and yoga.
4. Practice Healthy & active living with reducing Sedentary Life style.

Unit 1:

- Warm up and Cool Down and Stretching Exercises
- General and Specific Exercises
- Calculation of BMI & Resting Pulse Rate
- General and Specific exercises for strength, Speed, Agility, Cardiovascular Endurance, Flexibility and Coordination.
- Practice of Fundamental Skills of Volleyball, Table Tennis and Chess, etc.
- Knowledge and practice of the Equipment used in Health Center, Gymnasium and its application.

Unit 2:

- Yog: Standing, Sitting, Prone & Supine positions
- Suryanamaskar
- Pranayama, Meditation and Relaxation Techniques
- Dietary Habits, Daily Energy Requirements
- Recreational Games.
- Practice of Fundamental Skills of Basketball, Football, Carrom, etc.
- Health related Physical Fitness Test.

References:

1. Russell, R.P. (1994). Health and Fitness Through Physical Education. USA: Human Kinetics.
2. Uppal, A.K. (1992). Physical Fitness. New Delhi: Friends Publication.
3. AAPHERD "Health related Physical Fitness Test Manual."1980 Published by Association drive Reston, Virginia
4. Kumar, Ajith. (1984) Yoga Pravesha. Bengaluru: Rashtrothanna Prakashana.

5. Dr. Devinder K. Kansal, A Textbook of Test Evaluation, Accreditation, Measurements and Standards (TEAMS 'Science)

Syllabus for Semester III, BBA

Course Code: 25SM01TH0301

Course: Financial Accounting

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

To provide students with comprehensive knowledge of financial accounting principles and practices, enabling them to prepare, analyse and interpret financial statements in accordance with accounting standards and regulatory requirements.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Explain fundamental accounting concepts and apply double-entry bookkeeping principles.
2. Record financial transactions accurately in journals and ledgers, and prepare trial balances.
3. Prepare bank reconciliation statements by identifying and resolving discrepancies.
4. Compute depreciation using different methods and value inventory using FIFO and LIFO techniques.
5. Prepare final accounts for sole proprietorships including necessary adjustments as per accounting standards.

Unit I - Introduction to Financial Accounting: Meaning, Objectives, Scope, and Importance, Accounting Concepts & Conventions, Types of Accounts and Golden Rules. Double entry system.

Unit II - Journal, Ledger, Trial Balance: Recording Transactions in the Journal, Ledger Posting and Balancing, Preparation of Trial Balance.

Unit III - Bank Reconciliation Statement: Meaning and Purpose of Bank Reconciliation, Causes of Differences between Cash Book and Pass Book, Preparation of Bank Reconciliation Statement.

Unit IV - Depreciation and Inventory: Depreciation: Meaning, Causes, and Need for Depreciation, Methods: Straight Line Method (SLM), Written Down Value Method (WDV), Inventory: Inventory Valuation Methods: FIFO, LIFO, Numerical Problems on Depreciation and Inventory.

Unit V - Final Accounts of Sole Proprietorship: Trading Account, Profit & Loss Account, Balance Sheet (T Format), Balance Sheet and Income Statement as per Companies Act, 2013 Schedule III of the Act (Vertical Format), Adjustments: Closing Stock, Depreciation, Outstanding & Prepaid Items

(Unit I: Theory, Unit II, III, IV, V: Numerical Problems)

Text Book:

1. Accounting for Management; S. N. Maheshwari, Suneel Maheshwari & Sharad Maheshwari; Vikas Publishing House, 2003.

References Books:

1. Fundamentals of Financial Accounting; Dr. Ashok Sehgal & Dr. Deepak Sehgal; Taxmann.
2. Accounting for Management; Dr. Jawaharlal; Himalaya Publishing House
3. Financial Accounting: Fundamental Gupta, R.L. and V.K. Gupta; Sultan Chand Publishers, 2003
4. An Introduction to Accountancy; S. N. Maheshwari and S. K. Maheshwari; Vikas Publishing House, 2003.
5. Introduction to accountancy; T. S. Grewal, S. C. Gupta; S. Chand Publications.

Syllabus for Semester III, BBA

Course Code: 25SM01TH0302

Course: Principles of Economics

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

This course introduces fundamental economic principles relevant to business decision-making, microeconomic topics like demand, cost, production, and pricing under various market conditions and also addresses macroeconomic issues such as business cycles, inflation, and fiscal and monetary policies.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Describe the nature and scope of Business Economics and apply economic theory to business decisions.
2. Analyse demand and supply concepts along with forecasting techniques for business planning
3. Explain and evaluate cost structures and production functions under varying returns.
4. Compare pricing strategies under different market conditions and assess practical pricing methods.
5. Interpret business cycles, inflation, and policy instruments and examine their impact on the economy.

Unit I - Introduction to Economics: Definition, Nature and Scope of Business Economics, Wealth Definition, Scarcity Definition, Growth Definition, Production Possibility Curve, Circular Flow of Economic Activity, Economics as Science and as Art, Application of Economic theory to a Firm's Level Business Problems.

Unit II - Demand Analysis and Forecasting: Meaning of Demand, Determinants of Demand, Assumptions of Law of Demand, Elasticity of Demand, Demand Forecasting, Law of Supply, Elasticity of Supply.

Unit III - Cost and Production Analysis: Different Concepts of Costs, Production Function, Cost Output Relationship, Law of Variable Proportion and Determining the Level of Production Cost. Law of Increasing Returns, Law of Decreasing Returns.

Unit IV - Pricing Under Different Market Conditions: Nature of Market, Pricing under Perfect, Monopoly and Monopolistic Market Conditions. Pricing in Actual Practice, Cost Plus Pricing, Transfer Pricing.

Unit V - Business Cycles: Concept, Causes & Impact, And Measures to control Business cycles. Pricing: Objectives of pricing, factors involved, Cost plus pricing, marginal cost pricing, price discrimination and pricing over Life Cycle of a Product. Monetary & Fiscal Policy: Monetary and fiscal- objectives and Instruments; Inflation and Deflation, types, causes and control of inflation, Exchange Rate: Fixed & Flexible.

Text Book:

1. Business Economics; Mishra & Puri, Himalaya Publishing House
2. Managerial Economics; D M Mithani, Himalaya Publishing House

References Books:

1. Managerial Economics: P. L. Mehta, Sultan Chand & Sons, New Delhi
2. Managerial economics in a Global economy: Dominick Salvatore, 2006, Thomson Learning Press
3. Managerial Economics: Suma Damodran, Oxford University Press, New Delhi
4. Indian Economy: Mishra & Puri, 2007, Himalaya Publishing House
5. Business Economics H. L. Ahuja – S. Chand & Co.

Syllabus for Semester III, BBA

Course Code: 25SM01TH0303

Course: Human Resource Management

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

The objective of this course is to provide students with a holistic understanding of Human Resource Management (HRM) practices and principles. It aims to equip students with the knowledge and skills required to manage human resources effectively in dynamic organizational settings. By the end of the course, students will be prepared to contribute strategically to HR processes that enhance organizational performance and employee engagement.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Demonstrate an understanding of core HRM concepts, models, and the impact of evolving business environments and technology on HR functions.
2. Apply the principles and techniques of human resource planning, recruitment, and selection to attract and retain talent effectively.
3. Design and evaluate training and development programs by assessing organizational needs and choosing appropriate training methods.
4. Analyze and implement performance appraisal systems and compensation strategies that align with organizational goals and employee motivation.
5. Evaluate employee experience management practices and demonstrate awareness of industrial relations, employee welfare measures, and grievance handling mechanisms.

Unit I: Introduction to HRM and Job Analysis: HRM Models, Line and Staff Aspects of HRM, Changing environment of HR Management, Technology and HRM. Job Analysis, Basics of Job Analysis, Methods of collecting Job Information, Writing JD, Job Specification; Job design, Factors & Techniques of job design

Unit II: Human Resource Planning & Talent Acquisition: Concept, Need of Human Resource Planning, Human resource planning process. Recruitment, Sourcing Choices, On Demand Recruiting, Designing effective Internet recruitment programs. Selection, selection process, Employees testing, Basic Testing Concepts, Types of tests, Interviewing candidates, Induction program

Unit III: Talent Development: Training and Development, Nature of Training and Development, Analyzing, Needs and Designing the program, Methods and Implementation of Training Program,

Unit IV: PMS & Compensation: Performance Management and Appraisal, Appraisal Process, Compensation, establishing pay rates, Incentives and benefits, Incentive and Recognition Program, CTC

Unit V: Employee Experience Management & Introduction to IR: Employee experience Management: Organization Citizenship Behavior, Employee Engagement, HR Audit, Basics of Competency Mapping, Introduction to IR: Employee Relations, Labour relations, Collective Bargaining, Grievances, Features of Employee welfare, objectives of employee welfare, types of welfare measures/schemes

Text Book

Human Resource Management, Twelfth Edition, Gary Dessler, Biju Varkkey, Pearson

Reference Books:

1. Human Resource and Personnel Management-Text and cases: K. Aswathappa, McGraw- Hill Publishing co. ltd.
2. Human Resource Management, Ninth Edition L: R. Wayne Mondy, Robert M., Noe, Pearson Education
3. A Text book of Human Resource Management: C.B. Mamoria & S.V.Gankar, Himalaya Publishing House
4. Human Resource Management: P. Jyothi, Publication, Oxford University Press

Syllabus for Semester III, BBA

Course Code: 25SM01TH0304

Course: Business Law

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

This course aims to provide students with a foundational understanding of key business legislations relevant to commercial and corporate operations in India. Students will explore the nature, formation, and dissolution of partnerships and companies, key elements of valid contracts, and mechanisms for consumer dispute resolution.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Enlighten the key provisions of the Companies Act, 2013 and its 2020 amendment, and differentiate various types of companies and their structures.
2. Comprehend the key provisions of the Limited Liability Partnership (LLP) Act, 2008 and distinguish LLP from traditional partnership firms.
3. Understand the essential elements of a valid contract, classify various types of contracts, and apply the legal consequences of breach of contract in practical situations.
4. Clarify the rights and duties of consumers under the Consumer Protection Act, 2019, and evaluate the structure and function of consumer dispute redressal mechanisms.
5. Summarize the key provisions of the Right to Information (Amendment) Act, 2019 and the Intellectual Property Rights Act, and reflect on their significance in contemporary business practices.

Unit - I: Companies Act: Provisions of Companies Act, Companies Act, 2013, Memorandum of Association, Article of Association, Prospectus, and Companies Amendment Act, 2020

Unit - II: Partnership Act: Introduction to Partnership – Definition, Formation, Registration, types of Partners, Reconstitution & Dissolution of Partnership. Introduction to LLPs, LLP Vs Partnership, LLP Vs Company.

Unit - III: Indian Contract Act: Definition, Essential elements of Valid Contract, Consequences of breach of contract, Quasi & Wagering Contracts.

Unit - IV: Consumer Protection Act: Consumer Protection Act, 2019: Scope, Provisions & overview, rights and duties of consumer, Consumer Dispute Redressal machinery.

Unit - V: General Legislations: The Right to Information (Amendment) Act, 2019: Scope, Provisions & overview (for self-study), Intellectual Property Rights Act: Scope, Provisions & overview. (for self-study)

Text Book

A Manual of Business Laws by Dr. S. N. Maheshwari, Dr. S. K. Maheshwari, Himalaya Publishing House.

References Books

1. Bare Acts: Govt. or Private publication
2. Mercantile Law 30th Ed: M.C. Shukla, S. Chand & Co.
3. Company Law 11th Ed.: Singh Avtar, Eastern Book Co., Lucknow

Syllabus for Semester III, BBA

Course Code: 25SM01TH0305

Course: Research Methodology

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

To equip the students with various aspects of research methodology in terms of formulation of problem statement, understanding the research process, research design, data collection methods and tools and research presentation format.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Understand the basic fundamentals of Research Methodology.
2. Develop the ability to conceptualize research design process and choose appropriate sampling technique for research
3. Understand the approaches of quantifying the qualitative data suitable for analysis.
4. Decide upon the right tools & techniques of data collection and design Questionnaire.
5. Develop the art of writing a Project report.

Unit I - Research Methodology-Introduction: Meaning, Objectives & Types of Research, Research Process, Criteria of Good Research, Research Problem: Selection & Techniques involved in research problem.

Unit II - Research Design: Features & important concepts related to Research Design, Types of Research Design. Sampling Design: Census & Sample Survey, Steps in Sample Design, Criteria & Characteristics of Good Sample Design, Probability & Non-Probability Sampling Technique, Sampling Errors.

Unit III - Measurement & Scaling Techniques: Measurement Scales, Sources of errors, Tests of sound measurement, Meaning of scaling, Important Scaling Techniques.

Unit IV - Data Collection: Collection of Primary Data, Collection of Secondary Data, and Selection of Appropriate Method for Data Collection.

Unit V - Processing, Interpretation and Report Writing: Processing Operations, Problems in Processing, Meaning of Interpretation, Technique of Interpretation, Different Steps in Writing Report, Layout of the Research Report, Types of Reports.

Text Book:

Research Methodology: Methods and Techniques by C. R. Kothari, New Age International Publishers.

Reference Books:

1. Research Methodology by P. Paneerselvam, Prentice Hall of India

2. Business Research Methods by Zikmund, Thomson Learning Books
3. Research Methodology, Dr. Deepak Chawla, Dr. Neena Sondhi, Vikas Publishing House

Syllabus for Semester III, BBA

Course Code: 25SM01TH0306

Course: Enrichment Course*

(Self-Paced Learning)

L: 1 Hrs, P: 0 Hrs, per Week

Total Credits: 2

Course Objective:

To facilitate the comprehensive development of students by providing them with the opportunity to gain knowledge, skills, and perspectives necessary to thrive in a dynamic business environment. This course helps students explore new ideas and skills beyond their regular subjects. It encourages creativity, practical learning, and a love for learning that will help them in both personal and professional life. This is a self-paced learning course. A course that is available through Online Distance Learning (ODL) will be offered to the students. The ODL course will be of at least 8 weeks.

Syllabus for Semester III, BBA

Course Code: 25SM01TH0307

Course: Study of Cultures

L: 1 Hrs, P: 0 Hrs, per Week

Total Credits: 1

Course Objective:

This course aims to equip students with the skills and frameworks necessary to navigate, communicate, and collaborate effectively across diverse cultural contexts. The students will explore key dimensions of cross-cultural behaviour and develop competencies to adapt communication, leadership, and decision-making styles in multicultural environments.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Apply key cultural dimensions to communication, feedback, persuasion, and leadership styles, analyse the impact of cultural differences on interpersonal and organizational effectiveness, and evaluate strategies for adapting behaviour and communication in diverse cultural settings.
2. Apply culturally intelligent approaches to decision-making, trust-building, conflict resolution, and scheduling, analyse the interplay of cultural norms in team and organizational productivity, and evaluate real-world practices for fostering effective cross-cultural collaboration

Module 1: Introduction: Navigating Cultural Differences

Module 2: Communicating Across Cultures

Module 3: Evaluating Performance and Providing Negative Feedback

Module 4: The Art of Persuasion in a Multicultural World

Module 5: Leadership, Hierarchy, and Power

Module 6: Decision Making

Module 7: Types of Trust and How They Grow

Module 8: Disagreeing Productively

Module 9: Scheduling and Cross-cultural Perceptions of Time

Module 10: Putting the Culture Map to Work

Class Conduction Note:

- For this course, the students of each section will be divided into 10 groups. Each group will be assigned a module for presentation. During the lecture hour, the group that has been allotted the module will give a 15-minute presentation about the topic covered in the module. After the presentation is there will be a 5-10 mins Q&A where students as well as the faculty can ask questions to the presenting team.

- The non-presenters are expected to come to the class having read the module content before the class commences. The non-presenters will be randomly divided into groups on the day of the class. After the presentation and Q/A is done there will be a 15-20-minute discussion in all groups about the topic presented and each group will submit a written report in their own words. (One report per group)
- Final attendance will be granted only after the submission of the report.

Text Book:

1. The Culture Map – Erin Meyer, PublicAffairs

References Books:

1. HBR's 10 Must Reads on Managing Across Cultures, Harvard Business Review Press
2. Global Dexterity: How to Adapt Your Behaviour Across Cultures without Losing Yourself in the Process, Andy Molinsky, Harvard Business Review Press

Syllabus for Semester III, BBA

Course Code: 25SM01PR0301

Course: Personality Development

L: 0 Hrs, P: 2 Hrs, per Week

Total Credits: 1

Course Objective:

The objective of this course is to develop students' ability to analyse their own personality traits, emotions, and behavioural patterns, and to critically examine interpersonal dynamics and communication skills. Through practical exercises and reflective activities, the course aims to enhance self-awareness, emotional intelligence, and effectiveness in personal and professional interactions.

Course Outcomes:

1. Analyse personal traits, emotions, and behavioural patterns using psychological tools and reflective exercises to enhance self-awareness and personal development.
2. Analyse interpersonal communication and group dynamics through practical activities to identify strategies for effective teamwork, leadership, and public speaking.

Module 1 – Big 5 Personality Test, Rosenberg Self Esteem Test

Module 2 – Understanding your Emotional Quotient, Improving Emotional Quotient

Module 3 – Locus of Control and Johari Window

Module 4 – SWOT Analysis

Module 5 – SMART Goal Setting

Module 6 – Creating a Vision Board

Module 7 – Team Building Activities

Module 8 – Extempore

Module 9 – Public Speaking

Module 10 – Sensitivity Training & Self Introspection

Syllabus for Semester III, BBA

Course Code: 25SM01PR0302

Course: Spreadsheet

L: 0 Hrs, P: 2 Hrs, per Week

Total Credits: 1

Course Objective:

This course aims to develop practical skills in using spreadsheets for data entry, analysis, and visualization. Students will learn essential functions, formatting, charts, PivotTables, and basic data analysis tools to support informed decision-making.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Apply spreadsheet functions and tools such as formulas, charts, and PivotTables to organize, analyse, and present data effectively.
2. Evaluate data using logical functions and what-if analysis tools to support decision-making in real-world scenarios.

Module 1: Introduction to Spreadsheets

- Interface overview: Ribbon, sheets, rows, columns, cells
- Data entry and formatting basics
- Basic arithmetic operations

Module 2: Cell Referencing and Basic Functions

- Types of cell referencing: Relative, Absolute, Mixed
- Basic formulas: SUM, AVERAGE, MIN, MAX, COUNT

Module 3: Data Formatting and Presentation

- Cell formatting: Number, text, date, currency, custom formats
- Conditional formatting
- Merging cells, text alignment, wrap text

Module 4: Working with Charts and Graphs

- Types of charts: Column, Bar, Pie, Line
- Inserting and customizing charts

Module 5: Sorting, Filtering, and Data Validation

- Sorting data (single and multi-level)
- AutoFilter and advanced filters
- Data validation: Drop-down lists

Module 6: Intermediate Functions and Logical Operations

- Logical functions: IF, AND, OR, NOT
- Lookup functions: VLOOKUP, HLOOKUP
- Text functions: LEFT, RIGHT, MID, CONCATENATE, TEXTJOIN

Module 7: PivotTables and Pivot Charts

- Introduction to PivotTables
- Creating PivotTables and analysing data
- Using filters, slicers, and grouping
- Creating Pivot Charts

Module 8: Data Analysis and What-If Tools

- Goal Seek and Scenario Manager
- Data Tables (One-Variable and Two-Variable)
- Basic use of Solver (optional/advanced)

Text Book:

Microsoft Excel 2019 Data Analysis and Business Modelling by Winston Wayne L, PHI.

References Books:

1. Microsoft Excel 2021 Step by Step by Curtis Frye – A comprehensive guide ideal for beginners and intermediate users to learn Excel through practical, hands-on exercises.
2. Excel 2021 Bible by Michael Alexander, Richard Kusleika, and John Walkenbach – An in-depth resource covering basic to advanced Excel features, including data analysis and PivotTables.
3. Data Analysis Using Microsoft Excel by Michael R. Middleton – Focuses on applying Excel tools for data analysis, including decision-making and what-if scenarios.

Syllabus for Semester IV, BBA

Course Code: 25SM01TH0401

Course: Consumer Behaviour

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

To equip students with an in-depth understanding of consumer behavior and decision-making processes, enabling them to apply psychological, social, and cultural insights to develop effective marketing strategies and conduct consumer research.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Understanding of consumer behavior for developing marketing strategies in relation to the marketing mix.
2. Develop the ability to conduct consumer research among students.
3. Understanding of the bases of segmentation and targeting of market segments, consumer decision-making, and models of decision-making.
4. Understanding of motivation, personality as influencers, consumer perception, and attitude formation.
5. Understanding of group, organizational and institutional behaviour.

Unit I: Consumer Behaviour: An Overview: Introduction, meaning, definition, scope, relevance of consumer behaviour, development of consumer behaviour study, growth of consumer research, consumer behaviour & marketing management.

Unit II: Consumer Research: Methods of research and research process, data collection techniques, sources of secondary data for marketing decisions, relevance of secondary data, marketing metrics

Unit III: Market Segmentation: Who uses market segmentation? How does market segmentation operate? Bases for segmentation, criteria for effective targeting of market segments, implementing segmentation strategies, **Consumer Decision Making:** Consumer Decision Making- Meaning, views, types of decision making in buying, process of decision making, consumer information processing, models of consumer decision making.

Unit IV: Consumer Motivation, Personality: Motivation as psychological force, the dynamics of motivation, theories of personality, brand personality. Consumer Perception, Attitude formation and Change: Elements, dynamics, imagery, what are attitudes? Structural models, attitude formation, and strategies of attitude change.

Unit V: Consumer Behaviour: Groups and Consumer Behaviour, Organizational and Institutional Consumer Behaviour, Culture and Consumer Behaviour, Consumer Behaviour in the networked era, Alternative views on Consumer Behaviour. Alternative Views on Consumer Behaviour-Marketing Ethics and Consumer Behaviour.

Text Book

Consumer Behavior: by Leon G. Schiffman, Leslie Lazar Kanuk S. Ramesh Kumar, Pearson Publication.

Reference Books

1. Consumer Behavior: Insights from Indian Market: by Majumdar Ramanuj, PHI Publication.
2. Consumer Behaviour, 1/e: by Mukherjee Srabanti, CENGAGE Learning.
3. Marketing Research: by Naresh Malhotra, Pearson Publication.

Syllabus for Semester IV, BBA

Course Code: 25SM01TH0402

Course: Financial Management

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

After doing the course, the students should be able to understand the practical problems of business, the application of TVM, the relevance of Cost of capital and leverage in deciding the funding requirements, and the application and appraisal of projects.

Course Outcomes:

Upon Successful completion of this course, the student will be able to

1. Describe and explain foundational concepts of financial management, including finance roles, and capital markets.
2. Apply the principles of the time value of money for evaluating cash flows in different periods.
3. Identify optimal capital structure dynamics, leverage effects, and dividend policies.
4. Analyse the cost of capital and its significance in financial decision-making.
5. Assess working capital management strategies, operating cycle, working capital estimation, including financing approaches.

Unit I: Introduction to Financial Management: Introduce the concept of business finance, finance function, scope, organization, Responsibilities of finance executive, Goals & objectives of financial management. Introduction to capital markets (Equity + Debt + money markets + MFs + F&O)

Unit II: Time Value of Money: Application of Time Value of Money and calculation of Future and Present value of a single cash flow, multiple cash flows, and an Annuity

Unit III: Capital Structure: Understanding the meaning and concept of optimal capital structure, Leverage, and EBIT-EPS analysis. (Self-Study: Long-term Sources of Finance)

Unit IV: Cost of Capital: Understand the Concept, meaning & importance of cost of capital. Computation of the cost of different sources of finance, weighted average cost of capital & factors affecting the cost of capital. Capital budgeting technique: Net present value (NPV), and Internal rate of return (IRR)

Unit V: Working Capital Management: Concept of working Capital, significance, Adequacy of working capital, Factors affecting working capital needs, operating cycle, financing approaches for working capital, and estimation of working capital requirements. (Self-Study: Short-term sources/Financing approaches for working capital)

Text Book:

Financial Management by R P Rustagi, Taxmann's Publication

Reference Books

1. Financial Management by Khan & Jain, Tata Mcgraw Hill
2. Financial Management by Dr. P C Tulsian, S Chand
3. Financial Management Principles and Practice by G. Sudarsana Reddy, Himalaya Publishing House
4. Financial Management by Ravi Kishore, Taxmann

Syllabus for Semester IV, BBA

Course Code: 25SM01TH0403

Course: Operations Management

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

To equip students with the knowledge and analytical skills to manage and improve operational processes, covering key areas such as operations strategy, service and facility design, quality management, inventory control, capacity planning, and lean systems for enhanced organizational efficiency.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Understand the role of operation strategy in achieving organizational goals and explain decision analysis and its application in operations management.
2. Define characteristics of services and their implications for service design and describe the service design process, apply waiting line analysis techniques to improve service efficiency.
3. Identify types of layouts and factors influencing location decisions and understand location analysis techniques and their relevance in decision-making.
4. Understand various quality tools and their applications, apply Six Sigma methodologies to improve quality and reduce defects, evaluate the impact of quality costs on organizational performance.
5. Implement EOQ models and their applications, calculate Material Requirements Planning (MRP) and Master Production Schedule (MPS), implement lean management principles to eliminate waste and improve efficiency.

Unit I: Introduction: Introduction to Operations Management and Productivity, Operations and Competitiveness, Operation Strategy, Decision Analysis.

Unit II: Designing Services: Characteristics of Services, Service Design Process, Waiting Line Analysis for Service Improvements

Unit III: Capacity Planning & Layout: Capacity & Facility Planning: Types of Layout, Factors of Location, Location Analysis Technique

Unit IV: Quality Management: Introduction to Quality Management, Quality Management Systems, Quality Tools, TQM & QMS, QM-Customer Focus, Role of Employee, Quality in Services, Six Sigma, Quality Costs, ISO-9000

Unit V: Inventory Management: Elements of Inventory Management, Inventory Control Systems, EOQ Models, Quantity Discounts, MPS, MRP, Lean Production.

Text Book:

Operations Management along the Supply Chain: Russell & Taylor, Wiley India

References Books:

1. Production and Operations Management: Concepts, Models, and Behavior, Ronald J. Ebert Everett E. Adam, SAGE PUBLICATIONS
2. Operations Management: SLACK & LEWIS, Michael Lewis, Nigel Slack
3. Industrial Engineering & Production Management, Martand Telsang, S, Chand
4. Operations Management Process & Supply Chains, Krajewski, Ritzman, Mailhotra, Shrivastav, Pearson

Syllabus for Semester IV, BBA

Course Code: 25SM01TH0404

Course: Quantitative Techniques

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

To equip students with statistical tools and techniques to analyze, interpret, and make informed decisions using descriptive statistics, inferential tests, and correlation-regression analysis.

Course Outcomes:

Upon successful completion of this course, the student will be able to –

1. Apply measures of central tendency, dispersion, and regression-correlation techniques to summarize and analyze data.
2. Analyze and formulate hypotheses and interpret outcomes using the p-value and error types in hypothesis testing.
3. Apply Z and T tests to compare population means and draw valid conclusions.
4. Evaluate group differences and relationships using Paired Sample Tests, One-way ANOVA, and Chi-Square tests.
5. Apply suitable non-parametric tests to analyze ordinal or non-normal data distributions.

Unit - I: Measures of Central Tendency: Mean, median, mode. Measures of dispersion – Standard Deviation, Regression and Correlation Analysis- Regression: Method of Least Squares, Regression Coefficient. Pearson Coefficient Correlation, Coefficient of Determination

Unit II: Introduction to Hypothesis Testing: Introduction and meaning of Hypothesis, Formulation of The Null and Alternative Hypotheses, Components of Hypothesis, Procedure, Limitations of Hypothesis testing, Decision-Making Risks Type I Error, Type II Error, The p-Value Approach to Hypothesis Testing.

Unit III: Z-test & t-Test: Z Test: Single Mean and two mean, T-test - About a single, about difference of means

Unit IV: ANOVA and Chi-Square Test: Paired sample, One-way ANOVA, Chi Square test: Test of independence, Test of Goodness of Fit.

Unit V: Non-parametric tests: Wilcoxon test, Rank test, Mann - Whitney test, Kruskal - Wallis H-test.

Text Book:

Research Methodology By C R Kothari (New Age International Publishers)

References Books:

1. Research Methodology By Dr. Deepak Chawla & Dr. Neena Sondhi (Vikas Publications)
2. Research Methodology By R. Paneerselvam (Prentice Hall of India Pvt. Ltd)
3. Business Research Methods By Zikmund (Thomson Learning Books)
4. Marketing Research By G C Beri third edition (McGraw Hill)
5. Marketing Research By Malhotra & Dash (Pearson Publication)

Syllabus for Semester IV, BBA

Course Code: 25SM01TH0405

Course: Corporate Taxation

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

The course aims to provide BBA students with a clear understanding of corporate taxation and GST in India, enabling them to apply tax laws, compute taxable income, utilize tax benefits, and comply with tax procedures in a business context.

Course Outcomes:

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

1. Understand the fundamentals of corporate taxation, including types of companies, their tax liabilities, and the impact of residential status under Indian tax laws.
2. Compute taxable income from business and profession by applying relevant provisions of the Income Tax Act.
3. Learn about tax incentives, exemptions, deductions, and compliance procedures such as TDS, self-assessment, and return filing for companies.
4. Gain knowledge of the GST structure in India, including IGST, CGST, SGST, and the principles of levy, territorial jurisdiction, and taxable events.
5. Understand key GST provisions like place and time of supply, valuation, registration, input tax credit, and return filing processes.

Unit I: Basics of Corporate Taxation: Introduction to Direct Taxes in India, Concept and Importance of Corporate Taxation, Types of Companies (Domestic and Foreign) and their Tax Liability, Residential Status of Companies and Tax Implications.

Unit II: Income from Business & Profession: Provisions relating to computation of Income under the head Business / Profession.

Unit III: Income exempt from Tax and Assessment: Tax Incentives and Exemptions for Companies (SEZ, Infrastructure, etc.), Deductions. Set off and carry forward of losses, TDS, Self -Assessment tax, Filing of return.

Unit IV: GST: Concept – IGST, CGST, SGST; Territorial Jurisdiction, Taxable Event, Consideration, Levy and Collection of GST.

Unit V: Provisions of GST: Definition of Goods & Services, Place & Time of supply, Valuation rules. Job Work, eCommerce, Registration, Input Tax Credit, Payment of Tax, Returns.

Text Book:

Students' Guide to Income Tax & GST, V.K. Singhania, Monica Singhania, Taxmann.

Reference Books:

1. Direct Taxes: V K Singhania, Taxmann Publication.
2. Indirect Taxes: Datey V. S., Taxmann Publications, New Delhi.
3. Basics of GST, Nitya Tax Associates, Taxmann Publication.

Syllabus for Semester IV, BBA

Course Code: 25SM01TH0406

**Course: Vocational Development*
(Self-Paced Learning)**

L: 1 Hrs, P: 0 Hrs, per Week

Total Credits: 2

Course Objective:

To facilitate the comprehensive development of students by providing them with the opportunity to gain knowledge, skills, and perspectives necessary to thrive in a dynamic business environment. This course aims to develop key skills needed for professional success. It focuses on improving clarity, comprehension, critical thinking, and effective expression. This is a self-paced learning course. A course that is available through Online Distance Learning (ODL) will be offered to the students. The ODL course will be of at least 8 weeks.

Syllabus for Semester IV, BBA

Course Code: 25SM01PR0401

Course: Life-skills Lab

L: 0 Hrs, P: 2 Hrs, per Week

Total Credits: 1

Course Objective:

The objective of this course is to equip students with the knowledge, skills, and attitudes necessary for personal and professional success. It aims to develop critical, creative, and strategic thinking abilities; enhance time management skills; and foster strong moral and ethical reasoning, enabling students to act with integrity, empathy, and compassion in diverse life and work contexts.

Course outcomes:

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

1. Apply critical and creative thinking strategies such as Rational Emotive Behavioural Therapy (REBT), Six Thinking Hats, and SMART goal setting to manage stress, make decisions, and plan personal or professional goals effectively.
2. Demonstrate self-awareness and interpersonal competence by analyzing real-life experiences related to emotional intelligence, perception, cognitive dissonance, and conflict management, and reflect on personal development through lab-based activities.

Module 1 – Stress, Eustress

Students will be given a case on stress and eustress and they will be asked to analyse the case in the light of positive and negatives aspects of stress

Module 2 – Stress Management Using Rational Behavioural Emotive Therapy (REBT)

Students will be asked to identify a situation of their life where they could have used REBT to reduce stress.

Module 3 – Displacement of Emotions

Students will understand the concept of Emotional Intelligence and manage displaced emotions.

Module 4 – Perception

Students will be asked to conduct tappers and listeners experiments and carry out Thematic Apperception Test.

Module 5 – Cognitive Dissonance

Students will be asked to analyse a cognitive dissonance experience of their real life.

Module 6 – Goal Setting

Each student will be provided with a Goal setting template and will explain how the SMART goal is set. (Specific, Measurable, Achievable, Realistic, Time bound)

Module 7 – Application of Six Thinking Hats

Each group member will take role of respective hat and a live case for decision making will be solved by means of role play. After the role play is over, groups will discuss the learning from the observation.

Module 8 – Conflict Management

Each student will undergo conflict management styles test. Students will analyse reports and understand the conflict management styles and its practical application.

Syllabus for Semester IV, BBA

Course Code: 25SM01PR0402

Course: Career Management

L: 0 Hrs, P: 2 Hrs, per Week

Total Credits: 1

Course Objective:

This course is designed to help BBA students develop corporate-ready behavior, personal branding, grooming standards, and workplace etiquette. Through interactive and reflective exercises, students will cultivate a strong professional identity, understand expectations of professional environments, and prepare for real-world job interactions.

Course Outcomes:

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

1. Demonstrate professional grooming, personal branding, and workplace etiquette to present a confident and polished image in corporate settings.
2. Apply self-management, communication behavior, and digital presence strategies to enhance employability and workplace readiness.

Module 1 - Power Dressing & Grooming Essentials: Students learn how dressing and grooming impact first impressions in professional settings. They create a personalized grooming checklist suitable for interviews and internships.

Module 2 - Introduction to Group Discussions: Introduces students to GD formats, expectations, and evaluation criteria through videos and discussion. They practice brainstorming on topics to prepare structured and relevant content.

Module 3 - Group Discussion Practice & Peer Review: Students participate in live GDs on trending topics while others observe using peer checklists. Feedback helps identify areas like clarity, dominance, teamwork, and content strength.

Module 4 - Personal Interview Simulation (HR Round): Students simulate real HR interviews to practice answering common personal and behavioral questions. They work in triads to experience interviewee, interviewer, and observer roles.

Module 5 - Stress Interview & On-the-Spot Thinking: This Module exposes students to unpredictable, high-pressure interview questions. It builds mental agility, emotional control, and structured spontaneous response.

Module 6 - Elevator Pitch & Self-Branding: Students craft and deliver a 30–60 second pitch reflecting their personality, values, and goals. Peer feedback sharpens delivery, confidence, and storytelling skills.

Module 7 - LinkedIn Profile & Digital Branding? Students create or improve their LinkedIn profiles, focusing on headline, summary, and etiquette. They explore how online behavior influences professional identity and networking.

Module 8 - Workplace Etiquette Role Play: Students act out office scenarios to learn professional communication and respectful conduct. They discuss behavior expectations around email, meetings, hierarchy, and teamwork.

Module 9 - First Impressions Role Play: Through “speed introductions,” students work on body language, voice, and confidence. They receive peer feedback to refine their opening presence in interviews and GDs.

Module 10 - Self-Reflection & Growth Journal: Students reflect on their learning journey and identify strengths, weaknesses, and future goals. They write two personal development goals and optionally share key takeaways in class.

Text Book:

Barun K. Mitra. (2012). Personality Development and Soft Skills. Oxford University Press.

References Books:

1. Meenakshi Raman & Sangeeta Sharma. (2011). Technical Communication: Principles and Practice. Oxford University Press.
2. P. Alex. (2012). Soft Skills: Know Yourself & Know the World. S. Chand Publishing.
3. Gopalaswamy Ramesh & Mahadevan Ramesh. (2010). The Ace of Soft Skills. Pearson Education.

Syllabus for Semester IV, BBA

Course Code: 25SM01PR0403

**Course: Community Engagement and
Services**

L: 0 Hrs, P: 2 Hrs, per Week

Total Credits: 1

Course Objective:

The Community Engagement course aims to equip students with the knowledge and skills to effectively engage diverse communities, foster collaboration, empower stakeholders, and address societal challenges through participatory approaches.

Course Outcomes:

Upon successful completion of this course, students will be able to:

1. Identify and assess community-related problems through stakeholder engagement and needs analysis within the framework of the Sustainable Development Goals.
2. Design, evaluate, and present feasible, participatory solutions to community challenges by applying management principles, analysing alternatives, and reflecting on impact.

Students will undertake field-based or research-driven projects that contribute to one or more of the 17 Sustainable Development Goals, such as poverty reduction, gender equality, clean water and sanitation, quality education, or climate action. The course emphasizes experiential learning, community collaboration, and impact assessment.

Textbook

Transforming Our World: Implementing the 2030 Agenda for Sustainable Development:
United Nations

Reference Books

1. Sustainable Development Goals: Their Impact on Forests and People, John A. Parrotta, Stephanie Mansourian, and Daniel J. Buckles, Cambridge University Press.
2. The UN Sustainable Development Goals: From Promotion to Implementation, Jan Vandemoortele, Routledge.
3. The Global Goals: A Blueprint for a Better World, UNICEF, Penguin Random House.
4. Implementing the Sustainable Development Goals: A Handbook for Legislators, Inter-Parliamentary Union (IPU), Inter-Parliamentary Union.
5. Sustainable Development Goals: Their Impacts on Forests and People, Glenn Galloway and Inge Jonckheere, Springer.

Syllabus for Semester IV, BBA

Course Code: 25HS04PR0401

Course: Self Defence & Indian Martial Arts

L: 0 Hrs, P: 2 Hrs, per Week

Total Credits: 0

Course Objective:

This course aims to equip students—particularly female students—with the foundational skills and knowledge of essential self-defense techniques and Bhartiya Yudhkala (Indian Martial Arts). By the end of the program, students will possess increased awareness, confidence, and practical ability to protect themselves in potentially dangerous situations.

Course Outcomes:

Upon successful completion of this course, students will be able to:

CO1: Demonstrate situational awareness and psychological preparedness by identifying potential threats and responding appropriately in guided scenarios.

CO2: Accurately target vulnerable body points during controlled practice and roleplay situations.

CO3: Execute and coordinate ground defense and escape techniques effectively in simulated confrontations.

CO4: Apply improvised weapon techniques and basic stick defense skills while following safety protocols and legal considerations.

Each module will be of 2 sessions that is 4 hours

Module 1 – Introduction: Overview of self-defence, importance, mindset training, and history of Indian martial arts; basics of situational awareness and psychological preparedness.

Module 2 – Targeting Weak Points: Anatomical knowledge for self-defence: eyes, nose, throat, groin, knees. Practice and roleplay scenarios.

Module 3 – Ground Defence: Techniques to defend and escape when on the ground. Partner practice and resistance drills.

Module 4 – 20 Escape Techniques through Indian Culture: Practical escape methods inspired by traditional Indian martial forms. Application in staged confrontation settings.

Module 5 – Weapon of Opportunity: Training with improvised weapons: pen, keys, dupatta, bags, etc; Timing, precision, and legal considerations.

Module 6 – Stick Rotation: Basics of stick (lathi/ danda) handling and defence. Practice with focus on flow, blocking, and disarming.

Syllabus for Semester V, BBA

Course Code: 25SM01TH0501

Course: Business Analytics

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

The primary objective of the Business Analytics course is to equip students with the knowledge and skills to analyze business data effectively. Students will learn to apply statistical and analytical techniques to make data-driven decisions, thereby enhancing their ability to solve complex business problems. By the end of the course, students will be able to leverage data to gain insights and drive strategic business decisions.

Course Outcomes:

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

1. Understand the fundamental concepts and significance of business analytics in decision-making.
2. Acquire skills in data collection, cleaning, and warehousing techniques to ensure data quality.
3. Utilize descriptive statistical methods and data visualization tools to summarize and interpret data.
4. Develop and evaluate predictive models using regression and classification techniques.
5. Apply optimization and simulation techniques to support data-driven decision-making, machine learning, and emerging trends in business analytics.

Unit 1: Introduction to Business Analytics, Overview of Business Analytics: Definition and importance, Types of analytics: Descriptive, Predictive, and Prescriptive. Applications of Business Analytics. **Data-Driven Decision Making:** Importance of data in decision making.

Unit 2: Data Management and Warehousing, Data Collection and Cleaning: Techniques for data collection, Data cleaning and pre-processing. **Data Warehousing:** Concept of data warehousing, ETL process (Extract, Transform, Load).

Unit 3: Descriptive Analytics, Data Visualization: Importance of data visualization, Tools for data visualization (e.g., Tableau, Power BI). **Statistical Methods:** Descriptive statistics: Mean, median, mode, standard deviation, Data summarization techniques. **Exploratory Data Analysis (EDA):** Techniques for EDA, Identifying patterns and anomalies in data

Unit 4: Introduction to Predictive Analytics: Definition and importance, Difference between descriptive and predictive analytics, **Predictive Modeling Techniques:** Regression analysis, Classification techniques (e.g., Decision Trees, Logistic Regression). **Model Evaluation:** Accuracy, precision, recall, and F1 score, Cross-validation techniques

Unit 5: Decision Support Systems: Role of decision support systems, implementing prescriptive analytics in business, **Machine Learning and AI in Business Analytics:** Introduction to machine learning and AI, Applications of machine learning in business.

Textbook:

Business Analytics: Data Analysis & Decision Making by S. Christian Albright, Wayne L. Winston

Reference Books

1. Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking by Foster Provost and Tom Fawcett
2. Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die by Eric Siegel

Syllabus for Semester V, BBA

Course Code: 25SM01TH0502

Course: Strategic Management

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

This course provides the foundation for the students to develop understanding of Strategic Management and its role in creating competitive advantage.

Course Outcomes:

Students will be able to

1. Understand the integrative nature of strategic management, its role in creating competitive advantage.
2. Assess the internal environment and external environment of the firm.
3. Understand formulation and implementation of business level strategies for creating and sustaining competitive advantage.
4. Understand formulation and implementation of corporate level strategies for creating value in domestic and global markets.
5. Understand strategy implementation, control and will understand the change management, organizational structure and role of leadership in strategy-implementation.

Unit 1: Strategic Management: Creating Competitive Advantages, what is strategic management? The strategic management processes. The strategic management perspective: an imperative throughout the organization. Ensuring coherence in strategic direction. The role of corporate governance and stakeholder management.

Unit 2: Assessing the Internal Environment of the Firm: Value-chain analysis, resource-based view of the firm, evaluating firm performance. Recognizing a Firm's Intellectual Assets: Moving beyond a Firm's Tangible Resources. Enhancing awareness of the external environment, the general environment, the competitive environment.

Unit 3: Business-Level Strategy: Creating and Sustaining Competitive Advantages Types of competitive advantage and sustainability, industry life-cycle stages: strategic implications. **Digital Business Strategy: Leveraging Capabilities in a Disruptive Environment** Competitive Disruption, strategic management, and the digital economy, how internet and digital technologies are affecting five competitive forces, competitive strategies and adding value.

Unit 4: Corporate-Level Strategy: Creating Value Making diversification work: an overview, related diversification: economies of scope and revenue enhancement, related diversification: market power, unrelated diversification: financial synergies and parenting,

the means to achieve diversification. **International Strategy: Creating Value in Global Markets** **International expansion:** a company's motivations and risks, achieving competitive advantage in global markets, entry modes of international expansion.

Unit 5: Strategic Control: Ensuring informational control: responding effectively to environmental change, attaining behavioural control: balancing culture, rewards, and boundaries, the role of corporate governance. **Creating Effective Organizational Designs,** Traditional forms of organizational structure, linking strategies rewards and evaluation system to business level and corporate level strategies, boundaryless organizational designs, creating ambidextrous organizations. **Strategic Leadership:** Creating a Learning Organization and an Ethical Organization, Managing Innovation and Fostering Corporate Entrepreneurship

*Note: underlined topics are for self-study

Text Book

Strategic Management: Text and Cases, 10th Edition, By Gregory Dess and Gerry McNamara and Alan Eisner and Seung-Hyun Lee, McGrawHill Publications

Reference Books

1. Strategic Management: Adrian Haberberg and Alison Rieple, Oxford University Press
2. Strategic Planning & Formulation of Corporate Strategy: V. S. Ramaswami, S. Namaumari, Publication - Macmillan, India.
3. Strategic Management: Anthony Henry, Oxford University Press

Syllabus for Semester V, BBA

Course Code: 25SM01TH0503

**Course: Cost and Management
Accounting**

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

To enable students to develop fundamental and applied knowledge of cost and management accounting techniques, including cost sheet preparation, service and process costing, ratio analysis, marginal costing, break-even analysis, and budgeting, with an emphasis on analytical thinking and decision-making relevant to business operations and industry requirements.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Prepare detailed cost sheets for manufacturing and service-based businesses.
2. Apply service and process costing techniques to prepare cost statements and process accounts, including losses and gains.
3. Interpret and analyse financial statements using accounting ratios for managerial decisions.
4. Use marginal costing tools like BEP and PV ratio to support strategic business decisions.
5. Prepare different types of budgets for effective financial planning and cost management.

Unit I: Introduction: Understand the Meaning, Scope and importance of Cost and Management Accounting. Difference between Financial Accounting, Cost Accounting & Management Accounting, Cost Concepts & Classification, Cost Centres and Cost Units, Preparation of Cost Sheet.

Unit II: Methods of Costing: Introduction to Job Costing, Process Costing (Normal and Abnormal Loss, Joint and By-products). Understanding Operating/Service Costing and computation of operating costs.

Unit III: Ratio Analysis: Meaning, Importance, and Types of Ratios, Liquidity Ratios: Current Ratio, Quick Ratio, Profitability Ratios: Gross Profit Ratio, Net Profit Ratio, Return on Capital Employed, Activity Ratios: Stock Turnover, Debtors Turnover, Interpretation and Decision-Making.

Unit IV: Marginal Costing and Decision Making: Learning the application of Marginal costing, Cost Volume Profit analysis and BEP analysis.

Unit V: Understanding the preparation of Budgets: Fixed and Flexible Budget, Cash Budget and the concept of Budgetary control.

Text Book:

M.N. Arora, Cost and Management Accounting, Himalaya Publishing House

References Books:

1. R S N Pillai & Bagavathi, Cost Accounting, S Chand Publishing
2. S.P. Jain & K.L. Narang, Cost Accounting, Kalyani Publishers
3. Dr. S.N. Maheshwari, Cost and Management Accounting, Sultan Chand & Sons
4. Tulsian P.C., Cost Accounting, S. Chand Publishing

Syllabus for Semester V, BBA

Course Code: 25SM01TH0504

Course: Project Management

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

This course aims to equip students with foundational concepts of project management, project planning, scheduling and networking and able to understand and assess the risk associated in addition to analyse the performance of project in terms of time and costing.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Outline the basic concepts of Project Management through the understanding of Project Life Cycle & WBS
2. Prepare a Project plan using tools like CPM/PERT
3. Analyse and Evaluate the project in context of risk
4. Analyse the project performance in terms of time and cost, closure point of view.
5. Asses the project from the point of view of Sustainability

Unit I: Introduction to Project Management: Project Management Concepts, Project characteristics, need for project management, Roles of project manager, Project Management Environment, Project Life Cycle, developing a project Plan, Project Charter & Work Break down Structure

Unit II: Scheduling & Network Analysis: Develop a project Network Activities: Sequencing, Duration and Scheduling, CPM/PERT and various floats associated with it.

Unit III: Risk Management: Project Risk Management, Risk management Process, Risk Identification, Risk Assessment, Risk Response & Control

Unit IV: Project Performance & Closure: Project Performance, Evaluation & closure structure of Project Monitoring Information System, Monitoring Cost & Time performance for Project, Project Closure & Wrap-up Activities

Unit V: Sustainable Project Management: Sustainability Principles, Green Energy initiatives, Waste Management & Recycling programmes, Sustainable Infrastructure

Text Book:

1. Project Management- The Managerial Process – Clifford Gray, Erik Larson and Gautam Desai – 6th Edition, McGraw Hill Publications
2. Operations Research – D. S. Hira, Prem Kumar Gupta, Fifth Edition, S Chand Publication

References Books:

1. Project Management: A Managerial Approach, Meredith and Mantel, Seventh

Edition, John Wiley and Sons

2. The New Project Management: J. Davidson Frame, Jossey-Bass
3. Project Management: Planning & Control Techniques, Rory Burke, Fourth Edition, John Wiley and Sons
4. Operations Research – Prof. K. Shridhar Bhat, Himalaya Publishing

Syllabus for Semester V, BBA

Course Code: 25SM01TH0505

**Course: Innovation, Entrepreneurship
and Venture Development**

L: 2 Hrs, P: 0 Hrs, per Week

Total Credits: 2

Course Objective:

This course aims to develop an understanding of innovation and entrepreneurship by exploring idea generation, opportunity evaluation, and business model development. It equips students with tools to analyze markets, validate concepts, and create value-driven ventures. The course also introduces fundraising strategies and intellectual property considerations to prepare students for real-world entrepreneurial challenges.

Course Outcomes:

CO1: Explain the significance of innovation and entrepreneurship within economic and organizational contexts, highlighting their types and key drivers.

CO2: Analyze customer pain points and market opportunities to accurately identify and define entrepreneurial challenges.

CO3: Apply methods for innovative idea generation, validation, and prototyping to determine feasibility and achieve problem–solution fit.

CO4: Design comprehensive business models using tools like the Business Model Canvas and lean start-up principles, integrating intellectual property considerations.

CO5: Evaluate market entry strategies and funding alternatives, and create persuasive investor pitches with appropriate financial projections.

Unit 1: Introduction to Innovation: Meaning & significance of innovation; Types of innovation. Meaning and concept of entrepreneurship, the history of entrepreneurship development, role of entrepreneurship in economic development; Types of Entrepreneurs; Entrepreneurial mindset

Unit 2: Opportunity Identification and Evaluation: Techniques for identifying and evaluating entrepreneurial opportunities, Market analysis and customer discovery, Value proposition and competitive advantage

Unit 3: Innovative Idea Generation and Refinement: Techniques for generating innovative ideas; Problem-Solution Fit and idea validation; Evaluating market feasibility and fit; Prototyping and iteration; Techniques for validating market demand

Unit 4: Business Model Development: Business model canvas, Revenue models and cost structures Intellectual property considerations

Unit 5: Fundraising for Ventures: Venture financing options: bootstrapping, angel investors, venture capitalists; Pitching and presenting to investors

Textbook:

1. Amit, R., & Zott, C. (2020). Business model innovation strategy: Transformational concepts and tools for entrepreneurial leaders. John Wiley & Sons.

2. Lewrick, M. (2022). Design Thinking for Business Growth: How to Design and Scale Business Models and Business Ecosystems. John Wiley & Sons.

Reference Books:

1. The Art of War, Sun-Tzu
2. Hope is not a Strategy, Rick Page
3. Innovation and Entrepreneurship, Peter Drucker

Syllabus for Semester V, BBA

Course Code: 25SM01TH0506

Course: Indian Knowledge System

L: 1 Hrs, P: 0 Hrs, per Week

Total Credits: 0

Course Objective:

The course aims to help students understand the role and significance of the Vedas, Vedāṅgas, and Purāṇas, while highlighting the multi-dimensional nature of Indian Knowledge Systems (IKS) and their relevance in contemporary society. It also seeks to inspire students to pursue an in-depth study of these topics for a deeper appreciation and application of this traditional wisdom.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Understand the foundations and evolution of Indian Knowledge Systems, including contributions in arts, literature, science, and technology.
2. Appreciate the relevance and application of traditional Indian wisdom in contemporary life, including health, environment, and community practices.

Module 1 – Bhartiya Civilization and Development of Knowledge System

Module 2 – Bhartiya Arts, Literature, and Scholars

Module 3– Ancient Science, Astronomy, and Mathematics

Module 4– Engineering, Technology, and Architecture

Module 5– Indian Health Wellness and Psychology

Module 6– Life, Environment, and Health

Module 7– Indian Traditional/tribal/ethnic communities, their livelihood and local wisdom

Module 8– Protection, preservation, conservation and Management of Indian Knowledge System

Text books:

1. Textbook on the Knowledge System of Bhārata by Bhag Chand Chauhan,
2. History of Science in India Volume-1, Part-I, Part-II, Volume VIII, by Sibaji Raha, et al.
3. National Academy of Sciences, India and the Ramkrishan Mission Institute of Culture, Kolkata, (2014).

Reference Books:

1. Pride of India- A Glimpse of India's Scientific Heritage edited by Pradeep Kohle et al. Samskrit Bharati (2006).
2. Vedic Physics by Keshav Dev Verma, Motilal Banarsidass Publishers (2012).
3. India's Glorious Scientific Tradition by Suresh Soni, Ocean Books Pvt. Ltd. (2010).

Syllabus for Semester V, BBA

Course Code: 25SM01PR0501

Course: Creative Writing and Designing

L: 0 Hrs, P: 2 Hrs, per Week

Total Credits: 1

Course Objective:

To develop students' creative writing skills, with a focus on persuasive writing, storytelling, and writing for digital platforms. By the end of the course, students will be able to effectively communicate and promote ideas through various written formats, including blogs, social media posts, advertisements, and video reels.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Understand creative and persuasive writing techniques and will be able to demonstrate it through story-telling, vivid descriptions and dialogues for effective communication across business and digital platforms
2. Create engaging content in multiple formats such as blogs, social media posts, advertisements and short video scripts, in a final creative project that showcases cross-platform writing skills.

Module 1: Introduction to Creative Writing: Learn the basics of Creative Writing, its types, and techniques like freewriting and observation

Module 2: Understanding Persuasive Writing: Master persuasive writing tools such as AIDA, emotional appeal, and writing impactful messages.

Module 3: Storytelling for Business: Explore narrative structure, character development, and using storytelling to build business brands.

Module 4: Writing Vivid Descriptions: Practice using sensory details and expressive language to describe settings, products, or emotions.

Module 5: Writing Blogs and Articles: Understand the structure and tone of blog writing with SEO-friendly and engaging content creation.

Module 6: Social Media Content Writing: Learn to craft compelling and platform-specific content for Instagram, LinkedIn, Facebook, and more.

Module 7: Writing Advertisements and Scripting: Develop ad copies, taglines, and scripts for short promotional videos and social media reels.

Module 8: Final Creative Projects: Apply all writing skills to design a mini campaign with blog, ad copy, social posts, and video script.

Reference Books:

1. Made to Stick: Why Some Ideas Survive and Others Die, Chip Heath and Dan Heath, Random House India
2. The Non-Designer's Design Book, Robin Williams, Peachpit Press
3. The Elements of Style, William Strunk Jr. and E.B. White, Fingerprint Publishing
4. Everybody Writes: Your Go-To Guide to Creating Ridiculously Good Content, Ann Handley, Wiley India Pvt. Ltd.
5. Creative Writing: A Beginner's Manual-Anjana Neira Dev
6. The Art of Social Media -Guy Kawasaki & Peg Fitzpatrick.

Syllabus for Semester V, BBA

Course Code: 25SM01PR0502

Course: Sectorial Analysis

L: 0 Hrs, P: 2 Hrs, per Week

Total Credits: 1

Course Objective:

This course aims to introduce students to the concept of sectorial analysis and its significance in business decision-making. Students will learn to develop analytical skills to evaluate various sectors of the economy, expose students about tools and techniques for industry and sector performance analysis and enable them to interpret sectorial data for strategic management decisions.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Analyze the structure, characteristics, and dynamics of various economic sectors using analytical frameworks and sectorial data to identify growth opportunities, risks, and their contribution to the economy.
2. Prepare and present sector-specific reports with strategic recommendations based on comparative evaluation and interpretation of sectorial performance.

Module 1: Introduction to Sectorial Analysis

- Meaning and Scope of Sectorial Analysis
- Role of Sectors in Economic Development
- Classification: Primary, Secondary, Tertiary Sectors

Module 2: Frameworks for Sectorial Analysis

- PESTEL, SWOT, and Porter's Five Forces in sector analysis
- Industry Life Cycle
- Use of financial ratios, growth rates, and trend analysis

Module 3: Primary Sector Analysis

- Agriculture, Mining, Forestry & Fisheries
- Policy Impact, Current Issues

Module 4: Secondary Sector Analysis

- Manufacturing and Industrial Sector
- Make in India & Industrial Policies

Module 5: Tertiary Sector Analysis

- Services Sector: IT, Banking, Tourism, Education
- Globalization & Digitalization Impact

Module 6: Emerging Sectors & Innovation

- Renewable Energy, E-commerce, FinTech, Start-ups
- Role of Innovation in Sectorial Growth

Module 7: Sectorial Policies & Government Initiatives

- Industrial Policy, FDI, Export-Import Policies
- Sustainable Development Goals (SDGs) and ESG factors

Module 8: Practical Project & Presentation

- Students prepare a Sectorial Analysis Report on a selected (Allotted) industry (Indian or Global)

Text Book:

Ramesh Singh – Indian Economy

References Books:

1. Michael Porter – Competitive Strategy
2. Sectorial Analysis Reports – NITI Aayog, RBI, and Industry Associations (CII, FICCI)
3. RBI Annual Report – Banking & financial sector analysis.
4. Economic Survey of India – Latest Edition
5. McKinsey & PwC Reports on Industry Trends (for practical insights)
6. <https://www.ibef.org/discover-india> (Reports on Industry Trends)

Syllabus for Semester VI & VII, BBA

BANKING AND FINANCIAL MANAGEMENT SPECIALIZATION

Course Code: 25SM01TH0601-1/0701-1

Course: Commercial Banking in India

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

To facilitate the learners to understand the concept of banking, its significance, types, functions sectoral reforms, types of deposits, advances, customers, securities, charges and documentation by commercial banks.

Course Outcomes:

1. This course provides insights into the banking structure and financial sector reforms.
2. Students will develop a thorough understanding of deposit mobilization and lending practices.
3. The course enables students to analyze various customer categories and account management procedures.
4. Students will evaluate different types of securities used in banking.
5. Students will acquire a comprehensive understanding of the different modes of creating charges

Unit – I: Banking – Definition – Functions of Commercial Banks – Types of Commercial Banking Systems – Indian Commercial Banking Structure – Nationalisation of Banks in India: Reasons, Achievements and Critical Evaluation – Financial Sector Reforms – Consolidation and Competition in the Indian Banking Industry – Payment Banks – Small Finance Banks – Neo-banks, Green banking.

Unit – II: Deposit Mobilization by Commercial Banks – Deposit Mix – Different Types of Deposits – Factors affecting Deposit Levels – KYC guidelines Lending of Money by Banks – Principles of Sound Lending – Various Forms of Advances: Cash Credit, Overdrafts, Loans and Purchasing and Discounting of Bills – Retail Lending by Banks – Housing Loans and Personal Loans: Problems and Prospects – EMI: Concept and Computation- Subsidiary Services of Banks: Traditional Services – Contemporary Services Including Cash Management- RTGS & NEFT.

Unit – III: Different Types of Customers: Individuals, Joint Account Holders, Trustees, Executors and Administrators, Joint Hindu Family, Partnership Firm, Joint Stock Companies, Clubs and Societies, and Local Authorities – Points to be considered by the Banker While Opening and Conducting Accounts in the names of such Customers.

Unit – IV: Different Types of Securities – Goods – Document of Title to Goods – Life Insurance Policies – Corporate Securities – Government Securities – Real Estate – Fixed Deposit Receipts – Bullions- Policy, Procedure and Practices of Lending against these securities.

Unit – V: Modes of Creating Charges – Lien – Pledge – Hypothecation – Mortgage – Assignment – Documentation in respect of various types of Borrowers against Various types of Securities.

Text Book

D.M. Mithani and E. Gordon.(2015).Banking and Financial System. Himalaya Publishing House.

Reference Books

1. Dr. Prem Kumar Srivastava. (2016). Banking Theory & Practice. Himalaya Publishing House.
2. Indian Institute of Banking & Finance. (2017).
3. Advanced Bank Management. MacMillan India Ltd.
4. M.J.Aslam. (2015). Legal Aspects of Bank Lending. Asia Law House.
5. M.L. Tannan. (2014). Banking Law and Practice in India. Eastern Book Company.
6. N.S.Toor. (2016). Hand Book for Banking Information. Skylark Publications.
7. Robert E. Wright & Vincenzo Quadrini. (2015). Money and Banking. Flat World Knowledge.
8. Varshney and Sundaram. (2017). Banking Theory Law and Practice. Sultan Chand & Sons.

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0601-2/0701-2

**Course: Risk Management in Banking
& Insurance**

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

To enable the students to understand the concept of risk management and its importance in the globalised environment in general and the risk management practices adopted by commercial banks and insurance companies in particular.

Course Outcomes:

At the end of the course students will have:

1. Understanding the concept of risk management and its importance in the globalised environment
2. Understanding the measurement and management of various types of risks in banks.
3. Understanding the various types of Regulatory & Supervisory Framework for Risk Management in banks.
4. Understanding the measurement and management of various types of risks in Insurance.
5. Understanding different risk control tools and techniques in Insurance

Unit – I: The Concept and Definition of Risk – Risk and Uncertainty – Nature of Risk – Sources of Risk – The Cost of Risks – Handling Risks – Need for Risk Management – Objectives of Risk Management – Benefits of Risk Management – Nature of Risk Management – Development of Risk Management.

Unit – II: Measurement and Management of Risks in Banks – Measurement of Credit Risk – Measurement of Market Risk – Measurement of Interest Rate Risk for Asset Liability Management – Measurement of Operational Risk – Management of Credit Risk, Market Risk, Interest Rate Risk and Operational Risk – Specific Issues in Risk Management.

Unit – III: Tools for Risk Management in Banks – Derivatives – Bull Spreads – Neutral and Volatile Strategies – Delta Neutral Strategies – Swaps – Credit Derivatives – Credit Ratings – Regulatory & Supervisory Framework for Risk Management – Basel II & Basel III: RBI guidelines on Risk Management – Counter-party credit risk – Role of clearing corporation of India Ltd (CCIL).

Unit – IV: Measurement and Management of Risks in Insurance – Risk Identification and Evaluation – Sources of Risk – Exposures to Risk – Framework for Potential Risk Identification – Hazard and Loss Analysis – Risk Evaluation – Direct and Indirect Losses – Hidden Cost of Accidents – Risk Profiling – Risk Assessment – Statistical Methods and Probability Concept.

Unit – V: Risk Control Tools and Techniques in Insurance – Risk Avoidance – Risk Reduction – Prevention of Loss – Loss Control – Risk Financing – Risk Retention – Risk Transfer – Risk Management Policy.

Text Book

Christopher L.culp. (2018). Credit Default swaps. Palgrave Macmillan Publishers. Kindle Edition.

Reference Books:

1. E.Rejda Geporge. (2018). Principles of Risk Management and Insurance. Pearson Publications.
2. Hamington Niehaus. (2015). Risk Management of Insurance. Mumbai. McGrawHill Publications.
3. Indian Institute of Banking & Finance. (2016). Risk Management. Mumbai. Macmillan Publication.
4. Indian Institute of Banking & Finance. (2017). Banker's Hand book on Credit Management. New Delhi. Taxmann Publications (P) Ltd.

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0601-3/0701-3

Course: Digital Banking

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

This course aims to provide an in-depth understanding of digital banking in India, covering key technologies, regulatory frameworks, cybersecurity aspects, financial inclusion, and future trends

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Evaluate the evolution of banking in India and apply digital banking models to optimize financial transactions.
2. Interpret RBI guidelines and implement regulatory frameworks to ensure compliance and risk mitigation in digital banking operations.
3. Employ advanced digital technologies like AI, blockchain, and API-based banking to enhance efficiency, security, and customer experience in financial services.
4. Apply cybersecurity protocols and utilize risk management strategies to detect and prevent fraud in digital banking ecosystems.
5. Leverage digital banking solutions to promote financial inclusion and analyze emerging trends shaping the future of banking in India.

Unit I: Introduction: Evolution of Banking in India, Definition and Scope of Digital Banking, Key Stakeholders, Digital Payment Systems, Benefits & Challenges of Digital Banking

Unit II: Regulatory & Legal Framework: Role of RBI in Digital Banking, Banking Regulation, Data Protection & Privacy Laws, Digital Lending & NBFC Regulations, KYC & AML Norms in Digital Transactions

Unit III: Digital Banking Products & Technologies: Core Banking Systems (CBS), Internet & Mobile Banking, AI & ML in Banking, Blockchain & Cryptocurrency Impact, Open Banking & API Economy

Unit IV: Cybersecurity & Risk Management: Common Digital Banking Frauds & Threats, Cybersecurity Framework by RBI, Role of AI & Big Data in Risk Management, Incident Response & Fraud Prevention Strategies, Customer Awareness & Digital Literacy Initiatives

Unit V: Financial Inclusion & Future Trends: Role of Digital Banking in Financial Inclusion, Government Initiatives, Neobanks, Green banking, Central Bank Digital Currency (CBDC) & Challenger Banks in India, Case Studies on recent development

Text Book:

1. Digital Banking – Indian Institute of Banking & Finance (IIBF)

2. Financial Technology (FinTech) and Digital Banking in India by Jaspal Singh

References Books:

1. Digital Banking and Finance – World Scientific Publishing
2. Digital Bank – Embassy Books
3. Pandemonium: The Great Indian Banking Tragedy – Tamal Bandyopadhyay.

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0601-4/0701-4

**Course: Foreign Exchange
Management**

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

To facilitate the learners to understand the significance of Foreign Exchange management and the steps being taken by the Reserve Bank of India and the Government of India towards this objective and to comprehend the role of RBI, Commercial Banks, EXIM Bank and ECGC in the process of exchange risk management.

Course Outcomes:

1. Understand the importance of international trade, balance of payments, and foreign exchange management in global transactions.
2. Demonstrate an understanding of foreign exchange transactions, exchange rates, forward contracts, and interbank dealings in international finance.
3. Analyze exchange dealings, foreign exchange market operations, risk management techniques, and the regulatory framework under FEMA, 1999.
4. Assess the role of commercial banks in facilitating export-import financing, credit facilities, letters of credit, and payment mechanisms.
5. Develop an understanding of how EXIM Bank and ECGC contribute to international trade through financial support, risk mitigation, and guarantee services.

Unit – I: International Trade: Meaning – Significance – Balance of Trade – Balance of Payments: Objectives and methods - Foreign Exchange: Meaning – Administration of Foreign Exchange – Functions of the Foreign Exchange Department of a Commercial Bank – Correspondent Relationship between banks – Foreign Currency Accounts: Nostro, Vostro and Loro Accounts.

Unit – II: Foreign Exchange Transactions: Purchase and Sale Transactions, Exchange Quotations, Spot and Forward Transactions – Ready Exchange Rates: Principal Types of Buying and Selling Rates - Forward Exchange Contracts: Features - Types: Fixed and Option Forward contracts - Interbank Deals: Cover Deals, Swap Deals, Arbitrage Operations, Trading and Funding of Nostro Account.

Unit – III: Exchange Dealings: Dealings Position: Exchange position and Cash position – Accounting and Reporting of Foreign Exchange transactions – Foreign Exchange Markets: Features, participants and settlement of transactions – Currency Exchange Risks and their Management – Foreign Exchange Management Act, 1999 and its philosophy.

Unit – IV: Financing Exports: Role of Commercial Banks: Pre-shipment Credit and Post-shipment Credit – Financing Imports: Letter of Credit: Concept, Mechanism, Types, Merits and Demerits and Procedure for Opening a Letter of Credit – Payment of Import Bills – Foreign Inward Bills for Collection.

Unit – V: Export Import Bank of India: Lending to Indian Exporters, Lending to Foreign Governments and Companies, Loans to Commercial Banks in India and Non-lending services – Export Credit Guarantee Corporation of India Ltd: Standard Policies, Specific Policies and Guarantees to Banks.

Text Book

1. Bimal Jaiswal. (2017). International Trade. New Delhi. New Age International Private Limited

References Books

2. C.Jeevanandam. (2013). Foreign Exchange and Risk Management. New Delhi. Sultan Chand & Sons.
3. Indian Institute of Banking and Finance. (2017). International Trade Finance. New Delhi. Taxmann Publications.
4. Indian Institute of Banking and Finance. (2017). International Banking Operations. Mumbai. Macmillan Publishers India Private Limited.
5. Indian Institute of Banking and Finance. (2017). Foreign Exchange Facilities for Individuals. Mumbai. Macmillan Publishers India Private Limited.
6. Paul Krugman, Maurice Obstfeld and Marc Melitz. (2017). International Trade Theory and Policy. London. Pearson Education.

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0601-5/0701-5

Course: Credit Management

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

This course aims to equip students with a comprehensive understanding of credit management, including loan appraisal, disbursement, and follow-up processes, while developing practical skills to assess loan proposals, manage credit risks, and handle non-performing assets (NPAs), enabling them to apply theoretical and practical knowledge in evaluating credit risk, assessing borrowers' credit needs, and managing credit portfolios in real-world banking scenarios.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Critically assess loan proposals, ensuring alignment with risk management guidelines, and financial soundness, contributing to informed lending decisions.
2. Accurately identify and evaluate the credit needs of borrowers, applying knowledge to recommend appropriate loan products and solutions tailored to different customer segments.
3. Identify, analyse, and manage non-performing assets (NPAs), using effective techniques to mitigate credit risk and improve asset quality in financial institutions.
4. Develop and apply comprehensive risk management strategies for lending, ensuring compliance with regulatory frameworks like RBI guidelines and minimizing exposure to financial risks.
5. Utilize Information Technology tools and software effectively to support credit risk assessment, portfolio management, and streamline credit management processes, improving operational efficiency.

Unit I: Credit Management: Meaning – Principles – Managing Credit to meet Capital Adequacy Ratio – Managing Risks in Lending – RBI guidelines on credit Risk Management – Role of Information Technology in Credit Management – Marketing of Credit.

Unit II: Credit Delivery System in Banks: Forms of Advances Cash Credit, Overdraft, Bills financing and Term loans - Priority Sector Lending: Composition – Targets – Issues / Problems – Recent developments - Financial Inclusion – Agriculture/ MSME financing – Retail Credit – Assessment of working capital requirements.

Unit III: Project Financing: Bankable Projects - Project report Preparation – Credit Appraisal – Financial Appraisal – Technical Appraisal – Economic Appraisal – Commercial Appraisal – Structuring a credit proposal – Credit Rating: Meaning, Objectives and Benefits – Rating Methodology – Credit Scoring – Role of CIBIL.

Unit IV: Documentation: Meaning – Importance– Types of documents - Requisites of documentation – Selection of documents – Stamping of documents- Process of documentation – Law of Limitation.

Unit V: Monitoring, Supervision / follow up of advances: Goals of monitoring – Methods of Monitoring – Warning Signals of early problem credit – Non-Performing Assets – Legal measures of recovery – Non-Legal measures of recovery – RBI's Scheme for Sustainable Structuring of Stressed Assets (S 4 A scheme) - Process of rehabilitation of sick units.

Text Book:

Credit Management in Banks and Financial Institutions: Dr. K. C. Shekhar & Dr. K. C. Sherlekar, Vikas Publishing House

References Books:

1. Indian Financial System: *M. Y. Khan, TMH*
2. Project Management and Financing: *S. B. Gupta, Sultan Chand & Sons*
3. Banking Law and Practice: *R. K. Gupta, Macmillan India*
4. Management of Non-Performing Assets (NPAs): *S. R. Chakravarthy, ICFAI University Press*

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0601-6/0701-6

Course: Forex Derivatives

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

This course aims to equip students with a comprehensive understanding of financial derivatives, including their types, trading mechanisms, valuation techniques, and the practical application of hedging strategies. The course will focus on the theoretical foundations as well as the practical aspects of derivative instruments, fostering analytical and problem-solving skills necessary for navigating financial markets, particularly in the Indian context.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Describe the fundamental concepts of financial derivatives, including their features, significance, and types, and will understand the mechanisms of trading in forward contracts, differentiating forward prices from future prices.
2. Explain the various types of options and evaluate the applications and features of options in financial markets.
3. Define and explain financial futures contracts, the role of traders in futures markets, and the trading mechanism of futures contracts, including an understanding of the theories behind futures prices and risk management.
4. Apply hedging strategies using options and stock index futures, understand the concepts of basis risk and price risk, and demonstrate the effectiveness of different hedging models and strategies in financial markets.
5. Explain the various types of swaps, and evaluate the applications and features of swaps in financial markets.

Unit I: Derivatives: Definition- Features – Significance- Types of Financial Derivatives - Basic Financial derivatives – Forward Market: Pricing and Trading Mechanism – Forward Contract concept – Features of Forward Contract – Classification of Forward Contracts – Forward Trading Mechanism – Forward Prices Vs Future Prices.

Unit II: Options (Theory and Problems) – Concept of Options – Types of options –Option Positions - Naked and Covered Option – Underlying Assets in Exchange-traded Options – Basic Principles of Option Trading.

Unit III: Futures (Theory and Problems) – Financial Futures Contracts – Types of Financial Futures Contract – Futures Market Trading Mechanism - Specification of the Future Contract – Clearing House – Operation of Margins – Settlement – Theories of Future prices – Future prices and Risk Aversion – Forward Contract Vs. Futures Contracts.

Unit IV: Hedging with Options & Futures (Theory and Problems)– Hedging Objectives – Management of Hedge – Basis Risk and Price Risk - Devising a Hedging Strategy –

Options and Futures - Concept of Stock Index – Stock Index Futures – Stock Index Futures as a Portfolio management Tool – Speculation and Stock Index Futures – Stock Index Futures Trading in Indian Stock Market.

Unit V: Swaps (Theory and Problems) - SWAP: Concept, Evaluation and Features of Swap – Types of Financial Swaps – Interest Rate Swaps – Currency Swap.

Text Book:

Derivatives – Valuation and Risk Management: *David A. Dubofsky & Thomas W. Miller, Oxford University Press*

References Books:

1. Derivatives and Risk Management: *Rajiv Shrivastava, Oxford University Press.*
2. Options, Futures & Other derivatives: *John C. Hull, Pearson.*
3. Financial Management: *Theory Concepts & Problems by Dr. R. P. Rustagi, Taxmann*

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0601-7/0701-7

Course: International Banking and Finance

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

To facilitate the learners to understand the concept of international banking, the international banking operations of Indian banks, the international banking systems. To make the learners to understand the nuances of international finance.

Course Outcomes:

At the end of the course students will have

1. Understanding of the concept of international banking, the international banking operations of Indian banks.
2. Understanding the nuances of international Banking systems.
3. Understanding various types of International Financial Institutions, their need and objectives.
4. Understanding the concept of International financial system, its nature and scope etc.
5. Understanding different types of International Financial Instruments.

Unit – I: International Banking: Definition – Meaning – Significance – Origin – functions – Global trends and developments – International Financial Centres – Offshore Banking Units (OBUs)-Special Economic Zones (SEZs) – Profitability of international banking operations – Correspondent Banking.

Unit – II: International Banking Systems: Banking practices of European Banks – Japanese Banking System – American Banking System - British Banking System – Swiss Banking Practices – Basel I, Basel II and Basel III guidelines – London Inter-Bank Offered Rate (LIBOR) – Portfolio Operations of global banking.

Unit – III: International Financial Institutions: International Monetary Fund(IMF): – Need – Objectives – Functions - Operational Performance - International Bank for Reconstruction and Development(IBRD): - Need – Objectives – Functions – Operational Performance – International Development Association(IDA): - Need – Objectives – Functions – Operational Performance – International Finance Corporation(IFC): - Need – Objectives – Functions – Operational Performance – Asian Development Bank – Need – Objectives – Functions – Operational Performance – Bank for International Settlements – Functions.

Unit – IV: International Finance: Meaning – Nature and scope – International Financial System – Brettonwoods Conference and afterwards – European Monetary system – International Financial Markets – Creation of Euro – Emergence of Euro-currency markets - Fundamental principles of lending to NCs, documentation and monitoring – Global Capital Markets.

Unit – V: International Financial Instruments: International equities – Global Depository Receipts(GDRs) – American Depository Receipts(ADRs) - Euro Bonds – Foreign Currency Convertible Bonds –Euro-currency Deposits – International loan syndication – Other innovative instruments.

Text Book

Alan C.Shapiro. (2016). International Financial Management, New Delhi. Prentice Hall of India.

References Books

1. Annual Reports of IMF & ADB. (2017).
2. Indian Institute of Banking & Finance. (2015). International Banking. New Delhi. Macmillan Publishers.
3. K. C. Shekar and Lakshmy Shekhar. (2018). Indian Banking System. New Delhi. Vikas Publishing House private Ltd.
4. V. Sharan. (2017). International Financial Management. New Delhi. Prentice Hall of India. 4th edition

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0601-8/0701-8

**Course: Non-Banking Financial
Services and Micro Finance**

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

1. To introduce the spectrum of services offered in the financial market to the students of bank management and enable them to understand the intricacies of such services.
2. To facilitate the learners to acquire comprehensive knowledge about Microfinance.

Course Outcomes:

1. The learners will be able to understand the role, significance and problems of the financial service industry thoroughly and to use the knowledge gained to solve the practical problems.
2. The learners will have a thorough knowledge about Practical aspects of Merchant Banking.
3. The learners will be able to understand the role, and have a thorough knowledge about Practical aspects about Mutual Funds.
4. The learners will be able to understand the Working of Micro Financing and its Methodologies with the help of Micro Financing models.
5. The learners will be able to understand the role of Financial Inclusions and Skills required in the specialization.

Unit – I: Financial services: Importance – Scope – Characteristics – Types – Financial Services Market: Concept – Constituents viz., Market Players, Instruments, Specialized Institutions, Regulatory Bodies – Growth of Financial Services in India – Problems.

Unit – II: Merchant Banking: Meaning – Functions: Capital Structure Decisions, Issue Management, Underwriting, Credit syndication, Mergers and Amalgamations – Growth of merchant banking in India – Role of SEBI in regulating merchant bankers. Capital Market in India – Components - Role of National and Regional Stock Exchanges – Depository Services.

Unit – III: Mutual Funds: – Products/Schemes – Mutual Funds in India – SEBI's Guidelines on Management of Mutual Funds in India – Functions of Asset Management Companies (AMCs) – Working Mechanism of AMCs – Performance of Mutual Funds in India– Role of Association of Mutual Funds Industry (AMFI). Leasing: Meaning – Features – Types – Advantages – Limitations – Hire Purchase Finance – Concept – Rights of Hirer – Lease Financing Vs. Hire Purchase Financing – Methods of Interest Calculation – Methods of Reporting.

Unit – IV: Microfinance : Microfinance – concept and significance – Evolution and character of microfinance in India – Microfinance as a Development Tool: The Indian experience – Microfinance Delivery Methodologies – Legal and Regulatory framework –

Innovative and creative microfinance models – Revenue models of microfinance: productivity, efficiency and profitability – Impact of microfinance – Emerging issues – Stamping of Documents – Legal aspects of recovery of bank loans - Asset Classification Norms – Appraisal and Processing Techniques and Sanction Procedures – Follow-up for repayment – Recovery of bank loans.

Unit – V: Financial Inclusion: Financial Inclusion: Concept, Features, Progress and Problems. An overview of various skills needed by Business Facilitators / Business Correspondents: Communication and Interviewing Skills – Borrower profiling Skill – Debt Management Skill – Cash Flow Working aid Cash Budgeting Technique – Credit Counseling and Financial Advising Skills – Financial Literacy and Financial Education – Marketing Skill – Cross Selling Skill.

Text Book

Batra G.S and Deep. (2017). Financial Services and Markets. New Delhi. Deep Publications Pvt. Ltd.

Reference Books

1. Gurusamy.S. (2017). Merchant Banking and Financial Services. Tata McGraw Hill Publications. 2nd Edition.
2. Gordon & Natarajan. (2018). Financial Markets and Services. Himalaya Publishing House.
3. Khan, M.Y. (2018). Financial Services. New Delhi.Tata McGraw – Hill Education (India) Private Ltd.
4. Indian Institute of Banking and Finance. (2018). Inclusive Banking thro' Business Correspondents. New Delhi. Taxmann Publications (P) Ltd.
5. Todol A Watkins. (2018). Introduction to Micro Finance. World Scientific Publishing company.

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0601-9/0701-9

**Course: Rural and Cooperative
Banking**

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

To facilitate the learners to understand the features of the Indian rural economy and the role of banks in financing for rural development. To facilitate the learners to gain comprehensive knowledge about the principles and practices of Cooperative Banking.

Course Outcomes:

1. Identify and describe Features of the Indian Rural Economy & Institutional Sources of Rural Finance
2. Analyze the problems and prospects faced by rural banking institutions in delivering financial services effectively.
3. Apply knowledge of government schemes in assessing their effectiveness in rural poverty alleviation.
4. Critically assess the legal framework governing cooperative banks
5. Formulate strategic approaches to managing Cooperative banker-customer relationships

Unit – I: Features of the Indian Rural Economy: Demographic features: Population, occupation and literacy – Economic features: Share in national income, trends in per capita income, rural indebtedness, BPL. **Institutional Sources of Rural Finance:** Cooperative Banks, Commercial Banks, Regional Rural Banks and Local Area Banks, Payment and Small Finance Banks: Their functions, Clientele, Progress and Problems – Role of Micro Finance Institutions (MFIs), Business Correspondents / Facilitators.

Unit – II: Institutions supporting Rural Development: Reserve Bank of India – National Bank for Agriculture and Rural Development – Small Industries Development Bank of India – District Industries Centre – District Rural Development Agency (DRDA): Their role and performance – Problems and prospects of Rural Banking.

Unit – III: Financing for Rural Development: Lead Bank Scheme: State level and District level Credit Committees – Financing Agriculture and allied activities: Crop loans, Term loans for irrigation, Farm mechanization, Godowns / Cold storage, Allied activities of agriculture: Their Assessment and Sanction of loans – MSME sector: Definition and importance, Financing of MSMEs. **Government initiatives:** Poverty Alleviation Programmes: Swarnajathi Gram Swarozgar Yojana (SGSY) – National Rural Livelihood Mission (NRLM) – Deen Dayal Upadhyaya Grameen Kaushalya Yojana (DDU – GKY) – Jan Dhan Yojana – Recent initiatives.

Unit – IV: Principles and Laws on Cooperative Banking: Principles of Cooperation – Structure of cooperative credit institutions – Membership – Legal aspects of banking operations – Banking related laws: Provisions of Bankers Book Evidence Act – Recovery of

Debts Due to Banks and Financial Institutions Act, 1993 – Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002 (SARFAESI) – Tamil Nadu Cooperative Societies Act, 1983 – Banking Ombudsman.

Unit – V: Cooperative Banking Operations: Different deposit products – Deposit policy – Credit Policy – Loans and Advances – Priority sector lending – MSME financing – Personal finance – Banker – Customer relationship – Garnishee Orders and Attachment Orders – Bankers’ right of lien, set off and appropriation.

Text Book

S.Thirunarayanan. (2016). Cooperative Banking in India. Mittal Publications.

Reference Books

1. Indian Institute of Banking and Finance. (2015). Inclusive Banking through a Business Correspondent -A tool for PMJDY (in English). New Delhi. Taxmann Publications (P) Ltd.
2. Indian Institute of Banking and Finance. (2017). Rural Banking Operations. New Delhi. Taxmann Publications(P) Ltd.
3. Indian Institute of Banking and Finance. (2017). Handbook on Debt Recovery (in English). New Delhi. Taxmann Publications (P) Ltd.
4. Indian Institute of Banking and Finance. (2018). Rural Banking. Mumbai. Macmillan Publishers India Private Limited.
5. Indian Institute of Banking and Finance. (2018). Banker’s Handbook on Credit Management. New Delhi. Taxmann Publications (P) Ltd.
6. Indian Institute of Banking and Finance. (2018). Inclusive Banking thro’ Business Correspondents. New Delhi. Taxmann Publications(P) Ltd.
7. K.A. Abdul Kuddus. (2014). Theory, law and Practice of Cooperative Banking. LIMRA publications.
8. Indian Institute of Banking and Finance. (2017). Laws of Cooperative Banking. Mumbai. Macmillan Publishers India Private Limited.
9. Indian Institute of Banking and Finance. (2017). Cooperative Banking operations. Mumbai. Macmillan Publishers India Private Limited.
10. Indian Institute of Banking and Finance. (2017). Technology, Risk Management and Supervision in Cooperative Banking. Mumbai. Macmillan Publishers India Private Limited.
11. Indian Institute of Banking and Finance. (2018). Cooperative Banking. Mumbai. Macmillan Publishers India Private Limited.

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0601-10/0701-10 Course: Marketing of Banking & Financial Services

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

To enable the students to learn the concepts of bank marketing, its relevance and impact on customer service and various components of marketing mix.

Course Outcomes:

1. Students will be able to explain the relevance of marketing in banking, the marketing mix, and strategic planning, and conduct a marketing audit and SWOT analysis.
2. Students will analyze the role of location, branch layout, ATM operations, pricing strategies, and the impact of interest rates in banking marketing.
3. Students will define banking products, understand product development, and evaluate product mix and technology-based products in banking.
4. Students will apply personal selling and CRM strategies in bank marketing campaigns.
5. Students will assess the impact of banking procedures, identify simplification needs, and understand the role of marketing staff in banks.

Unit – I: Introduction to Marketing – Relevance of Marketing in Banking – Marketing Mix – Marketing Plan: Bank's Business Objectives – Marketing Audit – SWOT Analysis – Marketing Objectives and Marketing Strategies.

Unit – II: Place – Suitable Location for a Bank Branch – Branch Layout – Branch Expansion Policy in India – Anywhere Banking – Onsite and Offsite Automatic Teller Machines – Mechanism of Operations – Advantages to Users and Banks – Are ATMs Substitutes to branches? – Role of Price in Bank Marketing – Administered vs. Deregulated Interest Rates – Factors influencing the Rates of Interest – Service Charges – Role of the Indian Banks' Association.

Unit – III: What is 'product' in banking? Need for new Products – Process of Product Development – Constraints – Product Management – Desirable Product Mix – Technology based Products in Banking – Banc assurance – Branding of Banking Products – Globalising Banking Products.

Unit – IV: Promotion – Personal Promotional Efforts – Direct marketing – Direct Selling Agents – Public Relations – Social Banking – Customer Relationship Management (CRM) – Customers' Meets – Customer complaints – Banking Ombudsman Scheme - Advertising – Publicity – Media Support – Good Promotional Mix – Marketing Research.

Unit – V: Procedure – Impact of Bank Procedure – Need for Simplification and Streamlining of Procedure, People – Marketing Department of a Bank – Marketing at the

Branch level – Recruitment, Selection, Training and Development of Marketing Personnel – Opportunities and Challenges for Banks in Marketing.

Text Book

Bapat Dhananjay. (2018). Marketing of Financial Services. Wiley Publications.

Reference Books

1. Hooman Estelami. (2012). Marketing of Financial Services. Bertrams Publications.
2. K.Ramamohan Rao. (2018). Services Marketing. Pearson Publication.
3. Valarie Zeithamal. (2018). Services Marketing. Mcgraw Hill Publications.
4. Wirtz Jochen & others. (2018). Services Marketing. Pearson Publication.

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0601-11/0701-11 Course: Investment Management

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

To make the learners to understand the concepts, significance, avenues, Approaches, Analysis and evaluation of various investments.

Course Outcomes:

The learners will be able to:

1. Understand the various types of investments and the concepts of portfolio management.
2. Differentiate between the various financial avenues and the relative benefits of investments.
3. Perform the analysis of various investment avenues in terms of its returns and risks associated with each of these.
4. Implement the various approaches of investment analysis for estimation and forecasting.
5. Apply the various models and concepts for building the portfolio by understanding the market dynamics.

Unit – I: Investment: Concepts and Goals – Types of Investment – Financial – Business – Personal – Institutional – Comparison of Investments, Speculation, Gambling – Hedging – Concepts of Portfolio and Portfolio Management – Goals – Risk and Return Trade Off.

Unit – II: Financial Investment Avenues: Fixed Income Securities – Bonds – Preference Shares – Debentures – Deposits: Demand & Time Deposits – Varying Income Securities: Equity investment – Government securities – Options & Warrants – Mutual Funds – Investment in Physical assets.

Unit – III: Investment Analysis: Aspects of Analysis – Analysis – Return Analysis: Concepts, Measures and Computation of Return on Individual Security and Portfolio – Risk Analysis: Concepts, Types, Measures – Computation of Risk of Individual Security and Portfolio – Valuation Analysis: Share Valuation – bond Value – Price - Earnings Analysis.

Unit – IV: Approaches to Investment Analysis: Fundamental Analysis – Concept and Components – Tools of Economy, Industry and Company Analysis – Technical Analysis: Concept and Tools – Assumption – Theories: Dow Theory – Contrary Opinion The Confidence Index, Breadth of Market and Strength Analysis – Moving Average Analysis – Chart Patterns.

Unit – V: Portfolio Construction Choice & Performance: Markowitz Diversification Efficient Frontier – Risk – Return in different Curves – Portfolio-Choice Single and Two Factorial Models – Longrange Multiplier Method. Portfolio Performance: Measures: Sharpe,

Trynor and Jensen portfolio Audit and Portfolio Revision: Need and Methods – Formula Plans. Capital Asset Pricing Model – Assumptions and Application – Capital Market Line and Security Market Line – Efficient Market Hypotheses – The Weak, Efficient, Semi Strongly Efficient and Strongly Efficient Market form – Random – Walk Theory.

Text Book

J. C. Francis. (2015). Investment: Analysis and Management. Himalaya Publishing House.

Reference Books

1. J.C.Francis. (2015). Management of Investment. Himalaya Publishing House.
2. Preethi Singh. (2016). Investment Management. Himalaya Publishing House.
3. V.K.BHALLA. (2017). Investment Management. S.Chand & Co.Ltd.
4. G.Jayabal & K.Nagarajan. (2018). Security Analysis & Portfolio Management. New Age International Publishers.

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0601-12/0701-12 Course: Econometrics Using Gretl

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

Students will understand and formulate econometric models to address business problems, diagnose and remedy regression issues, and apply advanced models for decision making. They will also utilize time series, simultaneous equations, and panel data techniques for accurate business and economic forecasting.

Course Outcomes:

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

1. Understand the basics of econometric models and its formulation for business problems.
2. Diagnose the models for various problems associated with regression analysis and find the remedies.
3. Gain the knowledge regarding advanced regression models using qualitative data and its application for decision making.
4. Apply time series analysis concepts and models for business and economic forecasting.
5. Understand the concept of simultaneous equation models with problems, remedies and applications and apply panel data techniques for forecasting for cross-section and time-series nature of data related to business problems.

Unit 1: Basic Econometrics: Nature, meaning and scope of econometrics; Simple and general linear regression model – Assumptions, Estimation (through OLS approach) and properties of estimators; Gauss - Markov theorem; Concepts of R-square and adjusted R-square; Concept and analysis of variance approach and its application in regression analysis; Estimation of Log-linear models, Semi-log models, and Reciprocal models.

Unit 2: Problems in Regression Analysis: Multicollinearity: Nature, problem and remedies, Auto-correlation: Nature, problem and remedies, Heteroscedasticity: Nature, problem and remedies, Specification error: Nature, problem and remedies.

Unit 3: Regressions with Qualitative Independent Variables: Dummy variable technique – Testing structural stability of regression models, Comparing two regressions, interaction effects, seasonal analysis, piecewise linear regression, use of dummy variables, Regression with dummy dependent variables. The LPM, Logit, Probit and Tobit models – Applications.

Unit 4: Time Series Analysis: Stationarity, Unit roots, co-integration-spurious regression, Dickey-Fuller test, Engle-Granger test, Random walk model, Forecasting with ARIMA modeling Box-Jenkins methodology; Vector auto regression; Problems with VAR modeling –Applications.

Unit 5: Simultaneous Equation Models: Introduction and examples; the simultaneous equation bias and inconsistency of OLS estimates; The identification problem; Rule of

identification – order and rank Conditions; Methods of estimating simultaneous equation system; Recursive methods and OLS; Indirect least squares (ILS), 2SLS – Applications. **Panel Data Techniques:** Panel data techniques. Random coefficients model' fix effects model; Random effect model. Applications.

Text Book:

Gujarati D.N., Basic Econometrics, McGraw Hill, New Delhi.

Reference Books:

1. Dongherty C (1992), Introduction to Econometrics, oxford University Press, New York.
2. Koutsoyiannis, A. (1977), Theory of Econometrics (2nd ed), The Macmillan Press Ltd., London.
3. Maddala, G.S. (Ed) (1993), Econometric Methods and Application (2 Vols), Aldershot, U.K.
4. Krishna K.L. (Ed) (1997), Econometric Applications in India, Oxford University Press, New Delhi.
6. Madani, G.M.K. (2000): Introduction to Econometrics: Principles and applications, Oxford University Publications.
7. Patricia E Gaynor and Rickey C Kirk Patrick (1994) : Introduction to Time Series and Forecasting in Business and Economics, Magraw Hill Publications.
8. Croxton F.E. Cowden D.J. and Klein S. Applied General Statistics, Prentice Hall New Delhi.
9. William H. Greene .(2008) Econometric Analysis. Pearson Education Publication New Delhi
10. Amemiya T. (1985), Advanced Econometrics, Harvard University Press, Cambridge, Mass.
11. Goldberger, A. S. (1998), Introductory Econometrics, Harvard University Press, Cambridge, Mass

Syllabus for Semester VI & VII, BBA
BUSINESS ANALYTICS SPECIALIZATION

Course Code: 25SM01TH0602-1/0702-1

Course: Business Analytics

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

To introduce students to the fundamental concepts of business analytics and its significance in decision-making, data handling, maturity, and mining techniques for business intelligence, statistical techniques for descriptive and inferential analysis. To enhance students' ability to interpret, visualize, and communicate business insights effectively

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Apply business analytics concepts to organizational decision-making
2. Evaluate data maturity stages and their role in analytics implementation
3. Perform & Interpret the results of statistical tests for business decision-making
4. Develop business models to validate assumptions using data analytics
5. Perform inferential statistical analysis using Excel

Unit I: Introduction to Business Analytics: Concepts of business analytics, Difference between analytics and analysis, Broad types of business analytics, Organizational benefits of using analytics

Unit II: Data and Business Intelligence: Importance of data, Difference between data, information, and knowledge, Various stages of data maturity, Data mining approach to business intelligence and business analytics

Unit III: Descriptive and Inferential Statistics: Descriptive statistics: Frequency distributions, measures of central tendency, measures of dispersion and shape, correlation, and regression, Inferential statistics: Z-Test, T-test, Paired T-test, ANOVA, Chi-Square Test

Unit IV: Business Analytics using Excel - Descriptive Analysis: Using data analysis pack in Excel, Performing descriptive analysis tests under the data analysis tab, Validating business assumptions, Developing business models to validate assumptions

Unit V: Inferential Analysis and Visualization: Performing inferential analysis tests under the data analysis tab, Using Slicer, PowerPivot, and Power View for visual analytics

Text Book:

Business Analytics: Data Analysis & Decision Making, S. Christian Albright & Wayne L. Winston, Cengage Learning

References Books:

1. Data Science for Business: What You Need to Know About Data Mining and Data-Analytic Thinking, Foster Provost, Tom Fawcett, O'Reilly Media

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0602-2/0702-2

Course: Business Data Mining

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

- To introduce students to the fundamental principles of data mining and its applications
- To explore market basket analysis and association rule mining for business insights
- To study and apply various data mining techniques such as decision trees and clustering
- To develop models and apply clustering algorithms for data categorization
- To understand and implement formal evaluation techniques for data mining models

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Understand the fundamental concepts of data mining
2. Analyze the importance of market basket analysis and association rules
3. Utilize decision trees and association rule generation techniques
4. Apply clustering methods to categorize data
5. Evaluate different supervised learning models

Unit I: Introduction to Data Mining and Pre-processing: Overview of data mining and its significance, Data mining vs. traditional data analysis, Data pre-processing: Handling missing values, normalization, feature selection, and transformation.

Unit II: Market Basket Analysis and Association Rule Mining: Market Basket Analysis: Concepts, applications, and real-world examples, Co-occurrence and measurement techniques (Fit, Profit, Lift), Limitations of Market Basket Analysis, Advanced Association Rules: Apriori algorithm, FP-Growth, Eclat algorithm

Unit III: Supervised Learning and Decision-Making Techniques: Decision Trees (ID3, C4.5, CART), Random Forest and Gradient Boosting for classification tasks, Covering Rule Algorithms and their applications, Choosing the right data mining technique based on business problems, Introduction to Explainable AI (XAI) in decision trees

Unit IV: Clustering and Unsupervised Learning: Basics of clustering and its applications in real-world scenarios, K-Means Clustering, Hierarchical Clustering, and DBSCAN, Density-based clustering and Spectral Clustering techniques, Evaluation metrics for clustering models

Unit V: Model validation techniques: Cross-validation, Bootstrap sampling, comparing supervised learning models using AUC-ROC, F1-score, and precision-recall, Evaluating supervised models with numeric output, Attribute evaluation for mixed data types

Text Book:

Data Mining: Concepts and Techniques, Jiawei Han, Micheline Kamber, Jian Pei, Morgan Kaufmann

References Book:

Introduction to Data Mining, Pang-Ning Tan, Michael Steinbach, Vipin Kumar, Pearson

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0602-3/0702-3

Course: Applied Econometrics

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

- Understand the fundamentals of econometric models, their assumptions, estimation techniques, and application in regression analysis.
- Identify and diagnose issues like multicollinearity, autocorrelation, heteroscedasticity, and specification errors in regression models and explore suitable remedies.
- Learn the application of dummy variables in regression models and advanced qualitative data techniques such as Logit, Probit, and Tobit models for decision-making.
- Apply time series models and forecasting techniques, including stationarity tests, ARIMA modeling, and Vector Auto Regression (VAR) for economic and business forecasting.
- Understand simultaneous equation models, identification problems, and estimation methods while applying panel data techniques for cross-sectional and time-series analysis.

Course Outcomes:

At the end of the course students will be:

1. Able to understand the basics of econometric models and its formulation for business problems.
2. Able to diagnose the models for various problems associated with regression analysis and find the remedies.
3. Able to gain the knowledge regarding advanced regression models using qualitative data and its application for decision making.
4. Able to apply time series analysis concepts and models for business and economic forecasting.
5. Able to understand the concept of simultaneous equation models with problems, remedies and applications. Apply panel data techniques for forecasting for cross-section and time-series nature of data related to business problems.

Unit 1: Basic Econometrics: Nature, meaning and scope of econometrics; Simple and general linear regression model – Assumptions, Estimation (through OLS approach) and properties of estimators; Gauss - Markov theorem; Concepts of R-square and adjusted R-square; Concept and analysis of variance approach and its application in regression analysis; Estimation of Log-linear models, Semi-log models, and Reciprocal models.

Unit 2: Problems in Regression Analysis: Multicollinearity: Nature, problem and remedies, Auto-correlation: Nature, problem and remedies, Heteroscedasticity: Nature, problem and remedies, Specification error: Nature, problem and remedies.

Unit 3: Regressions with Qualitative Independent Variables: Dummy variable technique – Testing structural stability of regression models, comparing two regressions, interaction

effects, seasonal analysis, piecewise linear regression, use of dummy variables, Regression with dummy dependent variables. The LPM, Logit, Probit and Tobit models – Applications.

Unit 4: Time Series Analysis: Stationarity, Unit roots, co-integration-spurious regression, Dickey-Fuller test, Engle-Granger test, Random walk model, Forecasting with ARIMA modeling Box-Jenkins methodology; Vector auto regression; Problems with VAR modeling –Applications.

Unit 5: Simultaneous Equation Models: Introduction and examples; the simultaneous equation bias and inconsistency of OLS estimates; The identification problem; Rule of identification – order and rank Conditions; Methods of estimating simultaneous equation system; Recursive methods and OLS; Indirect least squares (ILS), 2SLS – Applications. Panel Data Techniques: Panel data techniques. Random coefficients model' fix effects model; Random effect model. Applications.

Text Book:

Gujarati D.N., Basic Econometrics, McGraw Hill, New Delhi.

Reference Books:

1. Dongherty C (1992), Introduction to Econometrics, Oxford University Press, New York.
2. Koutsoyiannis, A. (1977), Theory of Econometrics (2nd ed), The Macmillan Press Ltd., London.
3. Maddala, G.S. (Ed) (1993), Econometric Methods and Application (2 Vols), Aldershot, U.K.
4. Krishna K.L. (Ed) (1997), Econometric Applications in India, Oxford University Press, New Delhi.
5. Madani, G.M.K. (2000): Introduction to Econometrics: Principles and applications, Oxford University Publications.
6. Patricia E Gaynor and Rickey C Kirk Patrick (1994) : Introduction to Time Series and Forecasting in Business and Economics, Magraw Hill Publications.
7. Croxton F.E. Cowden D.J. and Klein S. Applied General Statistics, Prentice Hall New Delhi.
8. William H. Greene .(2008) Econometric Analysis. Pearson Education Publication New Delhi
9. Amemiya T. (1985), Advanced Econometrics, Harvard University Press, Cambridge, Mass.
10. Goldberger, A. S. (1998), Introductory Econometrics, Harvard University Press, Cambridge, Mass.

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0602-4/0702-4

Course: Customer Analytics

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

To develop students' ability to use customer analytics for understanding consumer behavior, mapping the customer journey, and applying data insights to enhance marketing strategies, customer experience, and product development.

Course Outcomes:

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

1. Understand the characteristics, value, and use of Big Data and customer analytics
2. Apply the basic consumer/audience/data concepts that have customer analytics implications
3. Understand the measurement aspects of customer mapping, brand awareness and attitudes and customer attitude.
4. Understand how to quantify customer-driven and company-driven touchpoints, tracking the post-purchase behaviour and customer loyalty.
5. Understand the analytics of product development through usability study & the measurement approaches with regard to findability and navigation.

Unit 1: Introducing Customer Analytics

Introducing Customer Analytics: Defining Customer Analytics. The benefits of customer analytics. Using customer analytics. Compiling Big and Small Data

Planning a Customer Analytics Initiative: A Customer Analytics Initiative Overview, Defining the Scope and Outcome, Identifying the Metrics, Methods, and Tools, Setting a Budget, Determining the Correct Sample Size, Analyzing and Improving, Controlling the Results.

Unit 2: Identifying Your Customers

Segmenting Customers: Why Segment Customers, Segmenting by the Five W's: Who, Where, What, When, Why, How. Analyzing the Data to Segment Your Customers: Tabulate your data, Cross-Tabbing, Cluster Analysis, Estimate the size of each segment, Estimate the value of each segment.

Creating Customer Personas: Recognizing the Importance of Personas, Working with personas, Getting More Personal with Customer Data, Answering Questions with Personas.

Determining Customer Lifetime Value: Why your CLV is important, Applying CLV in Business, Calculating Lifetime Value, Marketing to profitable customers

Unit 3: Analytics for the Customer Journey - I

Mapping the Customer Journey: Working with the Traditional Marketing Funnel, What Is a Customer Journey Map? Define the Customer Journey.

Determining Brand Awareness and Attitudes: Measuring Brand Awareness, Measuring Brand Attitude, Measuring Usage and Intent, Understanding the Key Drivers of Attitude, Structuring a Brand Assessment Survey.

Measuring Customer Attitudes: Gauging Customer Satisfaction, Rating Usability with the SUS and SUPR-Q, Scoring Brand Affection, Finding Expectations: Desirability and Luxury, Measuring Attitude Lift, Asking for Preferences, Finding Your Key Drivers of Customer Attitudes, Writing Effective Customer Attitude Questions.

Unit 4: Analytics for the Customer Journey – II

Quantifying the Consideration and Purchase Phases: Identifying the Consideration Touchpoints, Measuring the Customer-Driven Touchpoints, Measuring the Three R's of Company-Driven Touchpoints, Tracking Conversions and Purchases, Measuring Changes through A/ B Testing, Making the Most of Website Analytics.

Tracking Post-Purchase Behavior: Dealing with Cognitive Dissonance, Measuring the Post-Purchase Touchpoints, Finding Problems Using Call Center Analysis, Finding the Root Cause with Cause-and-Effect Diagrams.

Measuring Customer Loyalty: Measuring Customer Loyalty, Finding Key Drivers of Loyalty- Valuing positive and negative word of mouth.

Unit 5: Analytics for Product Development.

Developing Products That Customers Want: Gathering Input on Product Features, Finding Customers' Top Tasks, Conducting a Gap Analysis, Mapping Business Needs to Customer Requirements, Measuring Customer Delight with the Kano Model, Assessing the Value of Each Combination of Features, Finding Out Why Problems Occur.

Gaining Insights through a Usability Study: Recognizing the Principles of Usability, Conducting a Usability Test, Considering the Different Types of Usability Tests, Finding and Reporting Usability Problems, Facilitating a Usability Study.

Measuring Findability and Navigation: Finding Your Areas of Findability, Identifying What Customers Want, Prepping for a Findability Test, Conducting Your Findability Study, Improving Findability.

Text Book:

Customer Analytics for Dummies by Jeff Sauro. Published by: John Wiley & Sons, Inc.

Reference Book:

1. Advanced Customer Analytics by Mike Grigsby. Published by Kogan Page.
2. 52 Things We Wish Someone Had Told Us about Customer Analytics by Alex Sherman and Mike Sherman.
3. Customer Accounting: Creating Value with Customer Analytics by Massimiliano Bonacchi, Paolo Perego. Published by Springer.

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0602-5/0702-5

Course: Statistics Using R

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

- To introduce students to R programming and its fundamental concepts.
- To explore different data structures and control flow mechanisms in R.
- To enable students to perform data manipulation and pre-processing using advanced R packages.
- To develop skills in data visualization and statistical analysis.
- To apply probability distributions and hypothesis testing in real-world data analysis.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Apply built-in functions and packages for mathematical and data operations
2. Identify and differentiate various data structures in R
3. Develop user-defined functions to automate repetitive tasks
4. Analyse and clean datasets using transformation techniques
5. Evaluate statistical relationships using correlation, regression, and hypothesis testing

Unit-1: Introduction to R Programming: Introduction to R and its applications, Installing and running R, R Sessions and Functions, Basic Math operations, Variables, and Data Types, In-built Functions and Installing Packages. Importing and Exporting Data (CSV, Excel, JSON, SQL)

Unit-2: Data Structures in R: Vectors: Logical, Character, Numeric, Integer, Complex, Raw, Relational Operators and Logical Operations, Matrices and Arrays, Lists and Factors, Data Frames and their manipulations, Working with missing values and handling outliers

Unit-3: Control Structures and Functions in R: Concept of Hypothesis Testing: Null and Alternative Hypothesis, Parametric Tests: t-Test (One-sample, Two-sample, Paired), ANOVA (One-way, Two-way), Non-Parametric Tests: Chi-Square Test, Mann-Whitney U Test, Kruskal-Wallis Test, Wilcoxon Signed-Rank Test

Unit-4: Data Manipulation and Processing in R: Data Manipulation using dplyr package, Pipe (%>%) operator and its applications, Data Tidying using tidyr package, , Exploratory Data Analysis (EDA) techniques

Unit-5: Statistics, and Probability in R: Data visualization using plot (), ggplot2, Generating and Visualizing Distributions in R, Central Limit Theorem and Sampling Distribution Histograms, Boxplots, Scatter Plots, Density Plots, Correlation and Regression (Simple and Multiple Linear Regression)

Text Book:

R for Data Science, Hadley Wickham & Garrett Golemund, O'Reilly Media

Reference Book:

Hands-On Programming with R, Garrett Golemund, O'Reilly Media

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0602-6/0702-6

Course: Data Mining Using Orange

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

- To introduce students to the fundamentals of data mining using Orange.
- To develop proficiency in data pre-processing and feature engineering techniques.
- To apply various classification and clustering models for predictive analysis.
- To explore advanced techniques like association rule mining and text mining.
- To implement real-world data mining projects

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Operate Orange software for basic data exploration
2. Analyze and clean datasets using Orange's pre-processing tools
3. Evaluate model performance using appropriate metrics
4. Perform clustering and association rule mining for pattern discovery
5. Utilize Orange for advanced analytics like text mining and dimensionality reduction

Unit-1: Introduction to Data Mining and Orange: Overview of Data Mining and its Importance, Introduction to Orange: Features and Interface, Installing and Setting Up Orange, Loading and Exploring Data in Orange, Understanding Workflows and Widgets in Orange

Unit-2: Data Preprocessing and Feature Engineering: Data Cleaning and Handling Missing Values, Normalization and Standardization Techniques, Feature Selection and Feature Extraction, Data Transformation and Attribute Discretization, Understanding Data Relationships with Visualizations in Orange

Unit-3: Classification and Prediction Models: Introduction to Classification Algorithms, Decision Trees, k-Nearest Neighbors (KNN), Naïve Bayes, Logistic Regression and Support Vector Machines (SVM), Model Evaluation: Confusion Matrix, Accuracy, Precision, Recall, F1-score, Implementing and Comparing Classification Models in Orange

Unit-4: Clustering and Association Rule Mining: Introduction to Clustering Techniques, k-Means and Hierarchical Clustering, DBSCAN and Density-Based Clustering Methods, Association Rule Mining: Apriori Algorithm, Market Basket Analysis, Hands-on Clustering and Association Rule Mining in Orange

Unit-5: Advanced Data Mining and Real-World Applications: Text Mining and Sentiment Analysis using Orange, Dimensionality Reduction Techniques: PCA and t-SNE, Visual Analytics with Heatmaps, Scatter Plots, and Decision Boundaries, Building End-to-End Data Mining Projects in Orange

Text Book:

Data Mining for Business Analytics: Concepts, Techniques, and Applications with Orange and Python, Galit Shmueli, Peter C. Bruce, Nitin R. Patel, Wiley

Reference Book:

Practical Machine Learning Tools and Techniques, Ian H. Witten, Eibe Frank, Mark A. Hall, Morgan Kaufmann

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0602-7/0702-7

Course: Web Analytics

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

- Explain web analytics evolution, decision strategies, and tool selection.
- Identify key web metrics, KPIs, and measurement strategy development.
- Analyse visitor behaviour, traffic sources, and SEO/SEM performance.
- Utilize qualitative data, A/B testing, and usability studies for insights.
- Apply competitive intelligence and emerging analytics for audience analysis.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Understand the fundamental concepts of Web Analytics, selection criterion for web analytics tool.
2. Evaluate the significance of various types of Metrics & KPI's and their role in measurement strategy
3. Apply the clickstream analysis in practice.
4. Analyse the role of Website Usability Test & able to design a test plan
5. Evaluate the role of CI & Emerging Trends in analysing the performance of website & visitors

Unit I: Introducing Web Analytics: Introduction to Web Analytics & difference between 1.0, 2.0 & 3.0, five pillars of the web decision program: clickstream & multiplicity Strategy. The Optimal Strategy for selection of best Web Analytics tool

Unit II: Metrics, KPI's & their Usage: Metrics and Key Performance Indicators (KPIs) for different websites. Visitor, Visits, Page views, Time on Site, Bounce Rate, Conversion Rate, Engagement. Aligned Tactics for Impactful Web Metrics. How to Draft A Measurement Strategy (Practical)

Unit III: Clickstream Analysis: Visitor Acquisition, Click Density Analysis, Basic Reports, Source of Traffic, Strategies and Segmentation, Search Engine Optimization Analysis (SEO), Search Engine Marketing Analysis (SEM), Event Tracking. Clickstream Analysis in Practice: Google Analytics

Unit IV: Leveraging Qualitative Data: Website usability tests, surveys, competitive benchmark studies. Unleashing the Power of Testing: Understanding A / B and Multivariate test; Actionable Testing Ideas, Creating a testing culture and process. Designing a Test Plan and analyse results.

Unit V: Competitive Intelligence & Emerging Analytics: CI Data Source & Types, Website Traffic Analysis, Keywords Analysis, Audience Identification and Segmentation Analysis. **Emerging Analytics:** Social, Mobile: Measuring the New Social Web: The Data Challenge, Analysing Offline Customer Experiences (Applications)

Text Book:

Web Analytics 2.0 - The Art of Online Accountability & Science of Customer Centricity.
Avinash Kaushik, Sybex Publishing

Reference Books

1. Actionable Web Analytics: Using Data to Make Smart Business Decisions by Jason Burby, Shane Atchison, Jim Sterne, John Wiley & Sons.
2. Web Analytics: An hour a day Avinash Kaushik, Wiley Publishing

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0602-8/0702-8

**Course: Data Visualization through
Power BI**

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

- To introduce students to Power BI and its role in data visualization and business intelligence.
- To develop skills in data import, transformation, and modelling for effective analytics.
- To create interactive visualizations and dashboards using Power BI's built-in tools.
- To enable students to publish, collaborate, and automate reports using Power BI Service.
- To teach performance optimization techniques to ensure efficient reporting and analysis.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Explain the key components of Power BI and its ecosystem.
2. Perform data cleaning and transformation using Power Query and M Language.
3. Analyze and enhance visual storytelling through drill-through and advanced visual elements.
4. Publish reports to Power BI Service and manage workspace collaboration.
5. Optimize data models and report performance using best practices.

Unit-1: Get started with Power BI: Understanding the fundamentals of Power BI, Exploring the Power BI ecosystem: Desktop, Service, Mobile, learn about Power BI capabilities, Import data from different data source: Excel, SQL, Dataverse, Web

Unit-2: Data Transformation and Data Modelling: Basic transformation: Use the first row as a header, remove row, change type, add new columns, add conditional columns, Unpivot the data, remove blank/null values, Learn about best practices for data cleaning, Start exploring M Query language, Create relationships between multiple tables

Unit-3: Creating Visualizations and Advanced Visualization Techniques: Building basic visualizations: charts, graphs, tables, learn formatting tab and design options, implementing interactive elements using filters and slicers, Create maps in Power BI, Use bookmark, drill-down, edit interaction, Mastering the art of storytelling through data,

Unit-4: Power BI Service and Collaboration: Publishing reports to the Power BI service, Creating and sharing dashboards, create a workspace and convert the report into a dashboard, Publish an App using the Power BI report, Managing data refresh schedules, Using Quick measures, Create calculated columns, Creating calculated measures with DAX, Understand filter context, Implementing time intelligence functions

Unit-5: Performance Optimization: Looks for best practices, Improve performance by reducing queries, Optimizing DAX time with a performance analyser, Format data, group the columns, Custom formatting and grouping selections

Text Book:

Mastering Microsoft Power BI by Brett Powell

Reference Book:

Introducing Microsoft Power BI by Alberto Ferrari, Marco Russo

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0602-9/0702-9

**Course: Decision Analytics using
Python**

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

By the end of this course, students will:

- Master core Python syntax and logic for data analysis.
- Apply descriptive and inferential statistics (e.g., hypothesis testing, regression) to solve business problems.
- Clean, pre-process, and transform raw data into structured formats for analysis.
- Perform EDA to uncover patterns, trends, and anomalies in datasets.
- Use Pandas for complex operations (e.g., merging, pivoting, time-series analysis)

Course Outcomes:

Student will be able to

1. Apply Python programming and relevant libraries
2. Apply statistical methods for business decision making
3. Perform effective data curation and transformation for business analysis.
4. Conduct exploratory data analysis (EDA) and apply factor analysis techniques
5. Apply advanced data manipulation and visualization techniques using Python

Unit 1: Introduction to Decision Analytics & Python for Business

Decision analytics and its importance in business decision-making, Python programming basics, along with libraries like NumPy, Pandas, and Matplotlib for data manipulation and visualization. Key concepts such as data handling, data cleaning, and preparation and visualizing business data. Introduction to Jupyter (IPython) notebook - Environment setup – Datatypes – Variables and Types – Installing libraries – Strings – Lists – Tuples – Dictionaries – List Comprehensions – Dictionary Comprehensions – Regular Expressions, Operating Business data using excel and csv files.

Unit 2: Probability and Statistics for Decision Making

Probability distributions (normal, binomial, Poisson) and their applications in business decisions. Statistical inference techniques such as hypothesis testing, confidence intervals, and p-values. Regression analysis, including linear regression, Python-based implementations, and learn about statistical modeling, model evaluation, and performance metrics such as R-squared and RMSE.

Unit 3: Business Data Curation

Working with Pandas data structures: Series and Data Frames – Accessing your data: indexing, slicing, fancy indexing, Boolean indexing – Data wrangling, including dealing with dates and times and missing data – Adding, dropping, selecting, creating and combining rows and columns – Pandas powerful group by method – Reshaping, pivoting, and transforming your data – Simple and rolling statistics.

Unit 4 Data Exploration and Factor analysis

Exploratory Data Analytics, Monte Carlo simulations and their practical applications in risk analysis and decision-making, cleaning and preprocessing text data, and customizing wordclouds for better insights. Practical applications of word clouds in analyzing customer reviews, social media sentiments, Factor Analysis, etc.

Unit 5 Data Manipulation and Visualization

Data Manipulation Topics: Basic Functionalities of a data object, Merging of Data objects, Concatenation of data objects, Types of Joins on data objects, Exploring a Dataset, Analyzing a dataset, Matplotlib library Grids, axes, plots Markers, colors, fonts, and styling Types of plots - bar graphs, pie charts, histograms Contour plots, Visualization Basics, Business Decision support through interpretation of results, PyDash dashboards, Optimization.

Textbooks

1. Practical Optimization: Algorithms and Engineering Applications by Andreas Antoniou & Wu-Sheng Lu (Springer)
2. Decision Analytics: A Guide for Business Professionals by S. Michael S. (Wiley)
3. Business Analytics: Data Analysis & Decision Making by S. Christian Albright (Cengage Learning)

Reference Books

1. Python Data Science Handbook- Jake Wander Plas; O Rielly Publications
2. "Python for Data Analysis" by Wes McKinney (O'Reilly Media)
3. "Data Science for Business" by Foster Provost & Tom Fawcett (O'Reilly Media)

Web Resources:

1. <https://www.learnpython.org/>
2. <https://www.tutorialspoint.com/python/26>
3. <https://www.codecademy.com/learn/learn-python-3>
4. <https://www.kaggle.com/>

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0602-10/0702-10 Course: Text Mining and Modelling

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

By the end of this course, students will:

- Explain the importance and real-world applications of text mining and analytics in business and research.
- Demonstrate foundational Python programming skills for data operations and scripting.
- Read, write, and manipulate structured and unstructured data files using Python.
- Clean, preprocess, and transform raw data into analysis-ready formats.
- Apply text mining techniques (e.g., tokenization, sentiment analysis) to build practical models

Course Outcomes:

Student will be able to

1. Understand the significance and applicability of text mining and analytics.
2. Perform operations and learn basics of python programming.
3. Interact with data files in python environment.
4. Perform data preparation and data purification.
5. Practice and implement text mining and modelling operations.

Unit 1: Introductory overview of Text Mining, Data Mining vs. Text Mining, Text Mining and Text Characteristics, Predictive Text Analytics, Text Mining Problems, Prediction & Evaluation, Python as a Data Science Platform, Python for Analytics

Unit 2: Python Basics, Python Programming Features, Commands for common tasks and control, Essential Python programming concepts & language mechanics, Built in Capabilities of Python, Data structures: tuples, lists, dicts, and sets, Local functions, writing more reusable generic functions, Working with files

Unit 3: Python pandas, applying functions and methods, Descriptive Statistics, Correlation and Covariance, Working with Data in Python, Working with CSV, EXCEL files, Working with Web APIs

Unit 4: Working with Data in Python, filtering out missing data, filling in the missing data, removing duplicates, perform transformations based on mappings, String and text processing, Regular expressions, Categorical type, Data Visualization using Python, Matplotlib Library, Plots & Subplots

Unit 5: Text mining modelling using NLTK, Text Corpus, Sentence Tokenization, Word Tokenization, Removing special Characters, Expanding contractions, Removing Stopwords,

Correcting words: repeated characters, Stemming & lemmatization, Part of Speech Tagging, Feature Extraction, Bag of words model, TF-IDF model, Text classification problem

Reference Books

1. Fundamentals of Predictive Text Mining by Sholom M. Weiss, Nitin Indurkha, & Tong Zhang (2010/2015)
2. Python for Data Analysis: Data Wrangling with Pandas, NumPy, and IPython by Wes McKinney (2017)
3. Text Analytics with Python: A Practical Real-World Approach to Gaining Actionable Insights from Your Data by Dipanjan Sarkar (2016)

Web Resources:

1. <https://www.learnpython.org/>
2. <https://www.tutorialspoint.com/python/26>
3. <https://www.codecademy.com/learn/learn-python-3>

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0602-11/0702-11 **Course: SQL for Business Management**

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

- To introduce students to database management concepts and SQL fundamentals.
- To develop skills in creating, modifying, and managing relational databases.
- To teach students how to write, optimize, and execute SQL queries effectively.
- To enable learners to work with joins, subqueries, and advanced SQL functions.
- To provide hands-on experience in query optimization and database design.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Explain the role of databases and SQL in business decision-making
2. Apply SQL queries to retrieve and analyze business data
3. Design transaction-based queries for supplied data
4. Develop complex queries using subqueries and window functions
5. Create different database objects

Unit-1: Introduction to Data, Databases, and SQL: Introduction to relational vs. non-relational databases, Understanding Structured Query Language (SQL) and its history. Understanding data types and basic date, aggregate and scalar functions.

Unit-2: Overview of SQL language statements: Data Definition Language (DDL), Data Manipulation Language (DML), Data Control Language (DCL), Transaction Control Language (TCL), Working with different clauses

Unit-3: Understanding relational database concepts. Keys in relational databases: Primary key, Foreign key, Unique key, Null values, **Working with Joins for Business Insights:** INNER JOIN, LEFT JOIN, RIGHT JOIN, FULL OUTER JOIN, **Subqueries and Nested Queries** for Financial & Sales Reporting

Unit-4: Queries with conditions, Common Table Expressions (CTEs) and Recursive Queries, Window Functions (ROW_NUMBER, RANK, DENSE_RANK, LEAD, LAG), UNION, INTERSECTION, and EXCEPT operations

Unit-5: Building different database objects: Views, functions, stored procedures and Triggers

Text Book:

SQL: The Complete Reference, James R. Groff, Paul N. Weinberg, McGraw-Hill

Reference Books

1. Learning SQL, Alan Beaulieu, O'Reilly Media
2. SQL for Data Analysis, Cathy Tanimura, O'Reilly Media

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0602-12/0702-12 Course: Visual Data Storytelling

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

- Master effective visualization: Create accurate, insightful data representations for decisions.
- Apply diverse visualization techniques: Explore data visually to uncover business opportunities.
- Communicate data insights: Tell compelling visual stories, informing strategic choices.
- Evaluate visual integrity: Critically assess visualizations for accuracy and ethical clarity.
- Integrate data sources: Build interactive dashboards for holistic business performance views.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Describe the concept of Analysis using various basics process in excel and connection with servers.
2. Create basic calculations, including arithmetic calculations, custom aggregations, and ratios; and use quick table calculations.
3. Apply analytics using reference lines and box plots.
4. Create parameters to help users dynamically modify values.
5. Build interactive dashboards and stories to reveal data insights.

Unit-1: Basic Reports, Parameters , Grouping Example , Edit Groups , Set , Combined Sets , Creating a First Report , Data Labels , Create Folders , Sorting Data , Add Totals, Sub Totals and Grand Totals to Report

Unit-2: Different Charts, Area, Bar, Box Plot, Bubble, Bump, Bullet Graph, Circle Views, Dual Combination, Dual Lines, Funnel, Traditional Funnel, Gantt, Grouped Bar or Side by Side Bar, Heatmap, Highlight Table, Histogram, Cumulative Histogram, Line, Lollipop, Pareto, Pie, Scatter Plot, Stacked Bar, Text Label, Tree Map, Word Cloud, Waterfall, Geographic map, Filled map, Crosstab, Combines axis, Motion, Reference lines

Unit-3: Custom SQL, Convert to Custom SQL, Learn Tableau Advanced Reports , Dual Axis Reports, Blended Axis, Individual Axis, Add Reference Lines, Reference Bands, Reference Distributions, Basic Maps, Symbol Map, Use Google Maps, Map box Maps as a Background Map, WMS Server Map as a Background Map.

Unit-4: Calculated Fields, Basic Approach to Calculate Rank, Advanced Approach to Calculate Rank, Calculating Running Total, Filters Introduction, Quick Filters, Filters on Dimensions, Conditional Filters, Top and Bottom Filters, Filters on Measures, Context Filters, Slicing Filters, Data Source Filters, Extract Filters.

Unit-5: Dashboards, Create a Dashboard, Format Dashboard Layout, Create a Device Preview of a Dashboard, Create Filters on Dashboard, Dashboard Objects.

Text Book:

Tableau Cookbook – Recipes for Data Visualization by Shweta Sankhe-Savale

Reference Book

Tableau -An Introduction- Princeton University

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0602-13/0702-13 **Course: Decision Support System with Spreadsheet**

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

- Develop proficiency in using spreadsheet software for business decision-making
- Master quantitative methods for analyzing complex business problems
- Build analytical models to support strategic and operational decisions
- Understand the role of DSS in modern business organizations
- Apply best practices in data visualization and presentation of analysis

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Explain the role of DSS in business decision-making.
2. Analyze complex datasets using pivot tables and statistical tools.
3. Design mathematical models for resource allocation.
4. Evaluate alternative strategies under uncertainty.
5. Develop automated reporting systems.

Unit 1: Introduction to Decision Support Systems: Fundamentals of DSS, Components and types of DSS, Spreadsheet as a DSS tool, Basic to advanced spreadsheet functions

Unit 2: Data Analysis and Modelling: Data organization and preparation, Summarizing the data, Pivot Tables and Data Analysis, Statistical analysis using spreadsheets, Scenario and sensitivity analysis

Unit 3: Optimization and Decision Models: Linear programming using Solver, Transportation and assignment problems, Resource allocation models, Goal programming

Unit 4: Risk Analysis and Simulation: Probability distributions, Monte Carlo simulation, Risk analysis tools

Unit 5: Business Intelligence and Reporting: Data visualization techniques, Interactive dashboards, Report automation

Text Book:

Parsons, J. J., Oja, D., Ageloff, R., & Carey, P. (2023). *New Perspectives Microsoft® Office 365 & Excel 2023: Comprehensive*. Cengage Learning.

Reference Book

Winston, W. L. (2022). *Microsoft Excel Data Analysis and Business Modeling*. Microsoft Press.

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0602-14/0702-14 Course: Supply Chain Analytics

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

- Explain supply chain drivers, planning systems, coordination, and integration strategies.
- Apply data collection, cleaning, integration, and analytics in supply chains.
- Utilize forecasting techniques and demand planning strategies for supply chain efficiency.
- Implement inventory models and optimization techniques for effective inventory management.
- Design and optimize supply chain networks using models and analytics tools.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

CO1: Define key supply chain concepts, frameworks, and strategies with metrics.

CO2: Analyse and apply data techniques for supply chain problem-solving.

CO3: Demonstrate forecasting methods and evaluate demand planning strategies.

CO4: Apply inventory models and evaluate cost-effective inventory optimization.

CO5: Synthesize data to design networks and optimize logistics performance.

Unit 1: Introduction to Supply Chain Management Supply Chain Drivers and Metrics, Strategic Fit and Scope, Supply Chain Analysis, Types of Supply Chains, Advanced Planning Systems, Structure of Advanced Planning Systems, Strategic Network Planning, Demand Planning, Master Planning, Demand fulfilment and Available-to-Promise (ATP), Production Planning and Scheduling, Purchasing and Material Requirements Planning, Distribution and Transport Planning, Coordination and Integration, Collaborative Planning.

Unit 2: Data Collection and Management Methods for Data Collection, Data Cleaning, Integration, and Storage, Big Data Technologies, Data Analytics in Supply Chain, Descriptive Analytics, Predictive Analytics, Prescriptive Analytics, Modelling through programming Language.

Unit 3: Forecasting and Demand Planning Time Series Analysis and Forecasting Techniques, Quantitative Methods (e.g., Exponential Smoothing, ARIMA Models), Managing Seasonality and Trends, Demand Planning Strategies, Demand fulfilment, Available-to-Promise (ATP).

Unit 4: Inventory Management Inventory Models (e.g., Economic Order Quantity), Safety Stock, Reorder Points, Multi-Echelon Inventory Optimization, Role of Cycle Inventory, Lot Sizing for a Single Product, Role of Safety Inventory, Case Studies in Inventory Management.

Unit 5: Network Design and Optimization Principles of Network Design, Optimization Models and Tools (e.g., Excel Solver), Design Under Uncertainty, Transportation Models and Cost Optimization, Logistics Management and Distribution Strategies, Role of Technology in Transportation and Logistics, Supply Chain Analytics Techniques, Financial Impact and Performance Measurement, Case Studies and Real-World Applications, Trends and Future Directions, Sustainability and Green Supply Chains, Risk Management, Digital Transformation.

Text Book:

1. Supply Chain Management: Strategy, Planning, and Operation by Sunil Chopra and Peter Meindl
2. Data Science for Supply Chain Forecasting by Nicolas Vandeput
3. Supply Chain Analytics: Using Data to Optimize Supply Chain Processes by Thomas Y. Choi and Jin Zhang

References Books:

4. Operations and Supply Chain Management by F. Robert Jacobs and Richard B. Chase
5. Inventory Management and Production Planning and Scheduling by Edward A. Silver, David F. Pyke, and Rein Peterson

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0602-15/0702-15 Course: Social Media Analytics

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

Explain the fundamentals of social media analytics, key platforms, and business applications. Analyse social media metrics, data sources, and analytical tools for insights. Apply text mining and sentiment analysis techniques to understand user opinions. Evaluate ethical, legal, and privacy concerns in social media analytics. Explore emerging trends, AI applications, and the future of social media analytics.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Define key concepts, metrics, and frameworks in social media analytics.
2. Analyze and interpret social media data using various tools and techniques.
3. Apply sentiment analysis and text analytics for consumer insights.
4. Evaluate ethical and privacy considerations in social media data usage.
5. Assess emerging technologies and their impact on social media analytics.

Unit 1: Introduction to Social Media Analytics: Definition, Importance, and Applications in Business, Social Media Platforms: Facebook, Twitter, LinkedIn, Instagram, YouTube, TikTok, Social Media Data Types: Structured vs. Unstructured Data, Key Performance Indicators (KPIs): Engagement, Impressions, Reach, CTR, Social Media Analytics Process: Data Collection, Processing, and Analysis

Unit 2: Metrics and Tools for Social Media Analytics: Social Media Metrics: Likes, Shares, Comments, Sentiment Scores, Conversion Rates, Analytics Tools: Google Analytics, Hootsuite, Sprout Social, Brandwatch, Social Listening and Audience Insights, Analyzing Social Media Campaign Effectiveness

Unit 3: Fundamentals of Sentiment Analysis and Opinion Mining: Natural Language Processing (NLP) Techniques in Social Media, Text Mining and Topic Modeling for Social Media Data, Challenges in Social Media Text Analytics: Slang, Sarcasm, Emojis, Applications of Sentiment Analysis in Brand Management and Customer Service

Unit 4: Ethical, Legal, and Privacy Considerations: Ethical Issues in Social Media Data Collection and Usage, Privacy Concerns: Data Ownership, User Consent, and Anonymity, Regulations and Compliance: GDPR, IT Act, CCPA, Role of Transparency and Accountability in Social Media Analytics

Unit 5: Future Trends and Emerging Technologies: AI and Machine Learning in Social Media Analytics, Predictive Analytics and Automation in Social Media Insights, Influencer Analytics and Social Media Monitoring, Deepfake Detection and Fake News Identification, Future Challenges and Opportunities in Social Media Analytics

Text Book:

Sharma, G., & Gupta, S. (2022). Social Media Analytics: Techniques and Insights for Business Success. McGraw Hill.

References Books:

1. Stieglitz, S., Dang-Xuan, L., Bruns, A., & Neuberger, C. (2020). Social Media Analytics: An Interdisciplinary Approach. Springer.
2. Zeng, D., Chen, H., Lusch, R., & Li, S. H. (2018). Social Media Analytics and Intelligence. Cambridge University Press.

Syllabus for Semester VI & VII, BBA

ENTREPRENEURSHIP & FAMILY BUSINESS SPECIALIZATION

Course Code: 25SM01TH0603-1/0703-1

Course: Managing Human Capital

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

To equip students with knowledge of leadership styles, effective delegation, contemporary HR practices, family business dynamics, and relevant labour laws to manage human resources and industrial relations efficiently.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Understand different types of leadership, the importance of delegation, and strategies for managing difficult personalities in organizational settings.
2. Analyze core human resource functions including selection, compensation, training, appraisal, and challenges in maintaining equity.
3. Examine the unique role of HR in family businesses, focusing on role clarity, leadership succession, and conflict resolution.
4. Explain key labour laws related to wages, employee provident funds, and social security provisions.
5. Understand laws governing workers' social security and industrial relations, including compensation, factory regulations, and dispute resolution mechanisms.

Unit I: Leadership & Delegation Management: Types of Leadership, Values practiced by the great leaders, Delegation of Powers & Responsibilities, Dealing with Negative People and Use of Whip

Unit II: Human Resource Practices: Selection, Compensation & Equity, Training & Development, Appraisal, and Problems associated in maintaining equity.

Unit III: Role of HR in Family Business: Control & Collaborate; Role Confusion, Role Conflict, Role Clarity, Handling Leadership Pipelines, Bringing Family Members on Board; Addressing Problems

Unit IV: Law of Wages: The Laws of Wages: Payment of Wages Act, Employee PF and Misc Provisions Act, Employee State Insurance Act.

Unit V: Law of Workers Social Security: The Laws of Workers Social Security: Employees Compensation Act, The Laws of Industrial Relations: Factories Act, Industrial Disputes Act, 1947.

Reference Books:

1. Exceptional Entrepreneurship (Real Life Lessons from Business Leaders) by LPP (2006)
2. The Keys to Family Business Success-Leslie, Sam Lane, Joe Paul, Darrell Beck and William Roberts: Aspen Family Business Group
3. Legal Aspects of Business, Daniel Albuquerque

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0603-2/0703-2

**Course: Purchase & Materials
Management**

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

To develop students' understanding of purchase management, vendor relations, materials handling, and inventory control techniques, enabling efficient supply chain operations and strategic procurement decisions in both domestic and international contexts.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Explain the fundamentals of purchase management, including organizational structure, ethical considerations, and various purchase methods.
2. Identify challenges in international purchasing and understand the procedures and documentation involved in global procurement.
4. Evaluate vendors based on key factors and implement effective vendor management processes to enhance supply chain performance.
5. Describe principles of materials handling, assess related costs, and select appropriate equipment to optimize material flow and safety.
6. Apply inventory management techniques such as EOQ, safety stock calculation, selective control, and forecasting to maintain optimal inventory levels and improve material planning.

Unit I: Purchase Management: Overview, Purchase organization, Ethical Concepts in purchases, Purchase Parameters, purchase Methods.

Unit II: International Purchasing: Problems, Role in supply chain, documents used, International purchasing procedures.

Unit III: Vendor Management: Vendor Evaluation - factors, advantages, parameters. Vendor management process.

Unit IV: Materials Handling: Handling Principles, handling costs, unit load concept, flow pattern, material handling equipment's, evaluation of materials handling performance, safety in materials handling.

Unit V: Inventory Management: Types of Inventory, Costs Associated with Inventory, Inventory Control, Selective Inventory Control, Economic Order Quantity, Safety Stocks, Inventory Management Systems, Forecasting Techniques, Material Requirement Planning.

Reference Books:

1. Purchasing and Materials Management, P Gopalkrishnan,

2. Materials Management – An Integrated Approach, P Gopalkrishnan, M. Sundaresan, PHI.
3. Materials Management, Procedures, Text and Cases, A K Datta, PHI.

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0603-3/0703-3

**Course: Advanced Management
Accounting**

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

To equip students with the essential concepts and techniques of costing methods, decision-making tools, transfer pricing, and working capital management that support effective financial planning and control in business operations.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Differentiate between traditional absorption costing and activity-based costing, and evaluate the relevance and advantages of ABC in cost allocation.
2. Apply key factor (limiting factor) analysis for making cost decisions related to materials, labor, and other constraints.
3. Utilize incremental and differential costing techniques to make informed managerial decisions such as make-or-buy, equipment replacement, and order acceptance.
4. Explain various transfer pricing methods including variable cost, total cost, market price, and negotiated price, and their impact on inter-unit transactions.
5. Analyze working capital management strategies, focusing on receivables management and overall liquidity control for efficient business operations.

Unit I: Traditional Vs. ABC: Traditional absorption costing, Activity based costing, difference between the traditional and ABC ways, relevance of ABC.

Unit II: Key Factor (Limiting) Decision Making: Decision making based on key (limiting) factor of cost – material, labour etc.

Unit III: Incremental & Differential Costing: Decision Making – Make or Buy, New vs. Old Machinery / Equipment, Accept or Reject.

Unit IV: Transfer Pricing: Concept, Variable Cost Method, Total Cost Method, Market Price Method, Negotiated Price Method.

Unit V: Working Capital Management: Working Capital Management & Receivables Management

Reference Books:

1. Cost and Management Accounting, M. N. Arora, Vikas Publication
2. Management Accounting 1st Edition: Sudhindra Bhatt, Excel Books.
3. Management Control System: Sekhar, TMH ,New Delhi
4. Advanced Accounts Volume II: M.C. Shukla, T.S. Grewal, S.C. Gupta S. Chand and company, New Delhi.

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0603-4/0703-4

Course: International Business

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

To provide students with a comprehensive understanding of international business by exploring its evolution, environment, modes of entry, and global trends, while equipping them with the knowledge to analyze international trade, manage foreign exchange risks, and adapt to the dynamic global marketplace.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Understand the nature, evolution, and theoretical approaches of international business and the stages of internationalization.
2. Analyze the international business environment including social, cultural, political, technological, and economic factors affecting global operations.
3. Evaluate various modes of entering international markets such as exporting, franchising, joint ventures, FDI, and mergers & acquisitions.
4. Assess the size, trends, and integration of the global economy, with a focus on trade flows, import-export trends, and balance of trade.
5. Demonstrate knowledge of exchange rate mechanisms, foreign exchange markets, and the regulatory role of institutions like the RBI and FEMA in international financial transactions.

Unit I: International business: Introduction, Evolution, Nature of International Business, stages of Internationalization, International Business Approaches

Unit II: International Business Environment: Social and Cultural Environment, Technological Environment, Economic environment, Political environment

Unit III: Modes of Entering International Business: Modes of Entering International Business International Business Analysis, Modes of Entry: Exporting, licensing, franchising, contract manufacturing, management contracts, turnkey projects, FDI, Mergers and Acquisitions, Joint Ventures.

Unit IV: International Business - Size and Growth: Global Economy, Integration of Global Trade, Trends in Exports, World Import Trend, Global Balance of Trade.

Unit V: Exchange Rate Management: Basic Concepts – Balance of Trade, Balance of Payments, Exchange Rate Theory (Purchasing Power Parity), Working of Foreign Exchange Markets, Determination of Rate of Exchange, Role of RBI, Introduction To FEMA.

Reference Books:

1. International Business: P. Subba Rao, Himalaya Publishing House

2. Business Policy and Strategic Management, William F. Glueck, McGraw-Hill.
3. International Business: John S. Hill , Managing Globalization
4. International Business: Francis Cherunilam, Wheeler Publishing , New Delhi.
5. International Business: P. Subba Rao, Himalaya Publishing House

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0603-5/0703-5

Course: Launching and Managing an Enterprise

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

To equip students with practical knowledge and skills required to establish and manage new ventures effectively, covering opportunity assessment, marketing, production, human resource management, and intellectual property rights relevant to entrepreneurial success.

Course Outcomes:

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

1. Identify and assess business opportunities and implement project planning including financing and infrastructure selection.
2. Apply marketing strategies and sales promotion techniques suitable for small businesses and export markets.
3. Analyze production planning, productivity enhancement, and quality control methods in entrepreneurial settings.
4. Evaluate people management practices including decision making, motivation, conflict resolution, and leadership.
5. Explain intellectual property rights (patents, trademarks, copyrights) and their significance for entrepreneurs.

Unit I: Establishing your Venture: Identification of Business opportunities, feasibility assessment, financing, selecting infrastructure, buying machinery, technology, recruitment, project implementation.

Unit II: Your Market: marketing for small businesses, sales promotion, export environment.

Unit III: Production planning and productivity: production planning and control, innovations, quality control.

Unit IV: Managing People & Processes: Decision making, measuring and evaluating organizational performance, introducing change, HRM issues, motivating employees, work teams and leadership, conflict management.

Unit V: Managing IPR's: Patent, Trade mark, Copyright; who may apply?; process, implication for entrepreneurs.

Text book:

Handbook for New Entrepreneurs by P. C. Jain, EDI, Oxford Publication.

Reference Books:

1. Entrepreneurship in Action by Mary Coulter, PHI.
2. Entrepreneurship-New Venture Creation by David. H. Holt, PHI.

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0603-6/0703-6

Course: Buying an Existing Business

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

To equip students with the knowledge and skills required to evaluate, acquire, and manage existing businesses, emphasizing strategic assessment, due diligence, valuation, negotiation, and integration, especially within entrepreneurial and family business contexts.

Course Outcomes:

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

1. Describe the process of initiating new ventures and acquiring existing ones by assessing personal preferences and opportunities
2. Analyze the advantages and critical evaluation criteria involved in acquiring an existing venture.
3. Apply various business valuation methods and conduct due diligence to accurately assess entrepreneurial ventures.
4. Evaluate advanced valuation concepts including firm value determination and projection accuracy.
5. Develop turnaround strategies to identify, assess, and revive industrial sickness using financial and product-market approaches

Unit I: Initiating Ventures: Creating new ventures, acquiring an existing venture, personal preferences, and examination of opportunities.

Unit II: Evaluating Venture: Advantages of acquiring an existing venture, evaluation, key questions to ask.

Unit III: Valuation Challenges in Entrepreneurship: Valuation, due diligence, analyzing the business, methods of valuation, synergy.

Unit IV: Valuation II: Establishing a firm's value, additional formats in valuation, avoiding startup costs, accuracy of projections.

Unit V: Turnaround Strategies: Industrial sickness, causes of industrial sickness, strategies, financial strategies, product-market strategies, Assessing and identifying potential sickness- Altman Z score.

Text book:

Entrepreneurship – A South Asian Perspective, by T. V. Rao & D. F. kuratko, Cengage Publication.

Reference Books:

1. Contemporary issues in M&A, by Dr. Manju Gupta, HPH

2. M&A and Corporate Restructuring by Prasad Godbole, Vikas publication.
3. M&A by Rajinder S. Aurora, Kavita Shetty & Sharad kale, Oxford Publication.

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0603-7/0703-7

Course: Family Business Management

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

To **equip students with conceptual, analytical, and strategic skills** to manage family-owned enterprises by understanding governance, succession, legal structures, financial valuation, and strategic planning, thereby enabling sustainable growth and intergenerational success.

Course Outcomes:

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

1. Explain the principles of effective governance, shareholder responsibilities, and value systems essential for sustaining long-lasting family enterprises.
2. Analyze succession planning processes, including the role of the CEO and family members, and evaluate different exit strategies in family businesses.
3. Describe the legal frameworks governing family businesses, with a focus on the Hindu Undivided Family (HUF) system and Muslim Law, including recent amendments.
4. Assess financial performance and value of family businesses using financial statement analysis, ROE (DuPont analysis), and various business valuation methods.
5. Formulate strategic plans for family enterprises by considering family dynamics, business development stages, and life cycle influences to create a sustainable competitive advantage.

Unit I: Ownership of an Enterprise Built to Last: Shareholder Priorities, Responsibility of shareholders, Values and Principles, Effective Governance

Unit II: Succession and Transfer of Power: Role of CEO, Transfer of Power, Exit styles, Role of CEO spouse, Implications.

Unit III: HUF & Muslim Law: Distinctive features of HUF, Mode of Creation of HUF, and Amendments in Hindu Succession Act, Muslim Law

Unit IV: Financial Considerations and Valuation of The Family Business: Financial measures that matter, financial statement analysis, the dupont approach to return on equity (roe), what is your business worth? Business Valuation and valuation Methods, nonfinancial returns and costs not captured by business valuation.

Unit V: Creating A Strategy: Strategic Planning and Family Business, The Zero Sum Family Dynamics, Stages of Business Development, Life cycle stages influencing Family Business Strategy, creating value with unique business model.

Reference Books:

1. Family Business, Ernesto Poza, Third Edition, Cengage Learning

2. Family Business Management, by Dr. Kanchan Naidu, Prof. Kanak Wadhwani, HPH
3. Family business in India- Sudipt Dutta, Sage (1997)
4. The Keys to Family Business Success-Leslie, Sam Lane, Joe Paul, Darrell Beck and William Roberts: Aspen Family Business Group
5. Who moved my cheese? , Dr. Spencer Johnson, Random House
6. I M OK YOU'RE OK, Thomas A. Harris

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0603-8/0703-8

Course: Business Tax Planning

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

To provide students with a foundational understanding of various business forms, income tax provisions applicable to businesses and professionals, exemptions and deductions under tax laws, and the regulatory framework of Goods and Services Tax (GST) in India.

Course Outcomes:

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

1. Compare different forms of business organizations and evaluate the rules, regulations, and benefits associated with each.
2. Apply provisions for computing taxable income under the head "Income from Business and Profession" as per the Income Tax Act.
3. Explain tax exemptions, deductions, TDS, set-off and carry forward of losses, and demonstrate the process of self-assessment and filing of income tax returns.
4. Understand the structure and components of GST including CGST, SGST, and IGST, and interpret key concepts like taxable event, jurisdiction, and consideration.
5. Analyze GST provisions related to the definition of goods and services, valuation, place and time of supply, and implications for sectors like e-commerce and job work.

Unit I: Forms of Organization: Sole Proprietorship, Partnership, Limited liability partnership, Joint Stock company; Rules, regulations and benefits related to different forms of organisations.

Unit II: Income from Business & Profession: Provisions relating to computation of Income under the head Business / Profession.

Unit III: Income exempt from Tax and Assessment: Deductions. Set off and carry forward of losses, TDS, Self -Assessment tax, Filing of return.

Unit IV: GST: Concept – IGST, CGST, SGST; Territorial Jurisdiction, Taxable Event, Consideration, Levy and Collection of GST.

Unit V: Provisions of GST: Definition of Goods & Services, Place & Time of supply, Valuation rules. Job Work, eCommerce.

Reference Books:

1. Direct Taxes: Ahuja, G. K. & Gupta, Ravi, Bharat Law House.
2. Direct Taxes: V K Singhania, Taxmann Publication.
3. Indirect Taxes: Datey V. S., Taxmann Publications, New Delhi.
4. Basics of GST, Nitya Tax Associates, Taxmann Publication.

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0603-9/0703-9

Course: Entrepreneurial Finance

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

To equip students with the knowledge and skills to understand various sources of finance, assess the financial needs of small-scale industries, prepare loan documentation and project financing reports, and develop business plans for securing funding through banks, venture capital, and other financial institutions.

Course Outcomes:

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

1. Identify and evaluate various sources of finance available to entrepreneurs, including term loans, overdrafts, venture capital, and equity funding.
2. Understand the structure, regulatory requirements, and financial needs of small-scale industries (SSIs), including funding opportunities through SME IPO platforms.
3. Prepare and compile key loan documentation required for project financing, including project reports, promoter details, and statutory approvals.
4. Develop comprehensive project financing reports by assessing market potential, technical feasibility, and financial viability.
5. Create and appraise business plans with a focus on feasibility analysis and evaluation by venture capitalists and private equity investors.

Unit I: Sources of Finance: Bank Finance – Term Loan, CC Limit, OD Limit, Loan against pledge, Unsecured Loan, Venture Capital Funding, Crowd Funding, Debentures, Equity Shares, PE Funding.

Unit II: Small Scale Industries: Meaning, importance, growth of SSIs, Regulatory requirements, Special financing needs, issues & implications. IPO platform for SMEs.

Unit III: Loan Documentation: Documents for processing of loan – project report, constitution details, promoters, fixed assets, material and various sanctions, approvals and clearances.

Unit IV: Project Financing: Preparation of Project Financing Report – Components of Report, Market, Technical and Financial Feasibility, Appraisal of term loans by Financial Institutions.

Unit V: Business Plan: Preparation of Business Plan – Feasibility studies, Appraisal of Business Plan by Venture capital and PE Funds.

Reference Books:

1. Introduction to Project Finance: H R Machiraju, Vikas Publications
2. The Perfect Business Plan made Simple: William Lasher, Random House

3. The Business Plan Workbook: Collin Barrow, KPI
4. Small-Scale Industries In India: Problems And Policy Initiatives: K. Vijayarani, K. R. Vijayarani, Susan F. Hensonow, Intl Specialized Book Service Inc.

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0603-10/0703-10 Course: Logistics Management

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

To provide students with a comprehensive understanding of logistics management by exploring its core elements, integration with supply chains, the role of information systems and forecasting, transportation and warehousing strategies, and storehouse operations for effective logistics performance.

Course Outcomes:

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

1. Explain the fundamental elements of logistics management and its relationship with supply chain strategy and marketing performance.
2. Analyze the concept of integrated logistics and evaluate operational objectives, barriers, and performance cycles.
3. Apply logistics information systems (LIS) and forecasting techniques for effective planning and decision-making in logistics operations.
4. Assess the principles and economics of transportation and warehousing, including modal characteristics, warehouse types, and design strategies.
5. Manage storehouse operations by applying best practices in store layout, security, inventory control, and physical verification processes.

Unit I: Elements of Logistics Management: Underlying philosophy, supply chain and competitive performance, Marketing and logistics interface, work of logistics.

Unit II: Integrated logistics: Operational objectives, barriers to integration, logistical performance cycles,

Unit III: Information & Forecasting: Designing LIS applications, information architecture, application of IT, forecasting process, characteristics, approaches.

Unit IV: Transportation & Warehousing: Principles, Participants, modal characteristics, transport economics, Role of warehousing, warehouse design, types and strategies.

Unit V: Storehouse operations & Control: Organizing, store location & layout, store keeping, physical verification, Security & Safety.

Reference Books:

1. Logistics Management, Rakesh P. Singh, Satish C. Aliawadi, PHI.
2. Logistics Management, Ailawadi Satish C. & Singh P. Rakesh, PHI Learning Pvt. Ltd.
3. Logistic Management: a Competitive Advantage for the New Millennium, Kunal Sharma, Global India Publications.

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0603-11/0703-11 Course: Social Entrepreneurship

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

To provide students with a comprehensive understanding of social entrepreneurship, its legal and organizational structures, the role of innovation in addressing social issues, and the challenges and opportunities involved in creating sustainable social impact.

Course Outcomes:

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

1. Differentiate between social entrepreneurship, business entrepreneurship, and activism, and explain the role of social enterprises in various sectors.
2. Identify and evaluate the legal and organizational structures available for both profit and not-for-profit social enterprises.
3. Analyze the application and impact of social entrepreneurship in key sectors such as education, agriculture, healthcare, and renewable energy in the Indian context.
4. Assess the financial and social challenges faced by social entrepreneurs, including funding, incubation, and micro-financing.
5. Evaluate the role of social innovation in wealth creation and sustainability through real-world case studies.

Unit 1: Introduction to Social Entrepreneurship: Features of Social entrepreneurship, Difference between social and Business entrepreneurship. Difference between social entrepreneurship and Activism, Relationship of social enterprises to other companies, government agencies and markets.

Unit 2: Legal setup: legal setup for 'Not for Profit' organization and 'For Profit' social enterprise, Forms of Organization.

Unit 3: Social innovation and entrepreneurship in India: Education, Agriculture, Healthcare, Renewable Energy, Manufacturing, and Skill Development.

Unit 4: Challenges: Financial constraints: Funding, Incubation and Micro Financing. Social challenges.

Unit 5: Wealth Creation: Economic value, social innovation and sustainability. Case studies.

Text Book:

Social Entrepreneurship (What Everyone Needs To Know), by David Bornstein and Susan Davis, Oxford University Press.

Reference Book:

How to Change the World: Social Entrepreneurs and the Power of New Ideas, by David Bornstein, Oxford University Press.

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0603-12/0703-12 Course: Entrepreneurial Marketing

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

To equip students with entrepreneurial marketing skills by providing insights into business markets, customer segmentation, product positioning, sales strategies, and integrated marketing communication to effectively identify, create, and deliver value in dynamic market environments.

Course Outcomes:

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

1. Analyze the differences between B2B and B2C markets and interpret buyer behavior to formulate effective marketing strategies.
2. Apply segmentation, targeting, and positioning techniques using marketing research and intelligence tools.
3. Develop and evaluate product strategies including new product development (NPD) and positioning through the product life cycle (PLC).
4. Design and manage effective sales channels and personal selling strategies, including sales force planning and deployment.
5. Integrate various communication tools such as advertising, sales promotions, PR, and direct marketing to develop a cohesive promotional mix.

Unit I: Business Markets: Introduction to markets – B2B, B2C, understanding buying & buyer behavior, difference between consumer and industrial sales, buyer seller relationship.

Unit II: Targeting & Segmentation: Marketing mix, segmentation criteria, Marketing intelligence and marketing research.

Unit III: Positioning and New Product Planning: Usefulness, elements, methods, positioning experiences, Product strategy, PLC, NPD- Classification, Factors, and Process.

Unit IV: Sales Management: Factors affecting choice of channels, Intermediaries, channel design, managing channel members; Personal selling, selling process, management of sales force, development and deployment of the sales force.

Unit V: Communication: Communication and direct marketing, managing sales promotion, Public relations, Publicity, role of advertising, integrating the promotional program.

Text Book:

Industrial Marketing: by Krishna K Havaladar, McGraw Hill Publication.

Reference Books:

1. Industrial Marketing: by Robert R Reeder, Second edition, PHI publications
2. Negotiation Genius: by Deepak Malhotra, Harvard business School publications

Syllabus for Semester VI & VII, BBA

FINANCIAL MANAGEMENT SPECIALIZATION

Course Code: 25SM01TH0604-1/0704-1

**Course: Security Analysis & Portfolio
Management**

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

This course provides students with a comprehensive understanding of investments, risk management, portfolio analysis, and market efficiency to enhance informed financial decision-making.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Understand the various aspects of investments & its various avenues and capital markets with respect to primary and secondary ones and money market instruments.
2. Have the knowledge of risk and return and managing risk portfolio context.
3. Understand the different tools of Fundamental and Technical analysis.
4. Understand the portfolio management process and the benefits of diversification.
5. Understand the implications of the efficient market hypothesis

Unit I: Investment scenario and security markets- Investor life cycle and investment goals, Investment options available and their comparison, investment constraints. Introduction and history of security market, Overview of Primary, Secondary markets and Money market, Money markets instruments-T-Bill, Commercial paper, Commercial paper, Certificate of deposits, Call and short, Notice money markets. Tools for managing liquidity in the money markets, Mutual fund.

Unit II: Risk & Return analysis: Definition and Measures of return and risk – historical rates calculation, CAGR, Expected rates, required rate of return, risk free rate of return, & measurement of risk in portfolio context

Unit III: Fundamental and Technical Analysis: Concept, & process of fundamental analysis, Economy analysis, sector analysis, company analysis, Tools and techniques of fundamental analysis, business cycle and industry life cycle analysis. Event Studies, Concept of technical analysis, Assumptions, advantages and challenges; fundamental Vs. technical analysis, Tools and techniques for analysis; Dow theory, basic types of charts, Price patterns, Trend lines, moving averages and advanced technical tools.

Unit IV: Principles of Portfolio Management and theories: Introduction, Portfolio Management Process, Fundamental principles of portfolio management, Portfolio risk management through diversification SML – Overpriced/Underpriced securities, systematic and unsystematic risk. Markowitz Portfolio Theory, Sharpe's Portfolio Theory, Delineating Efficient Frontier, Optimal Portfolio Selection, Optimal portfolio selection – Sharpe's Single Index Model, Portfolio revision methods.

Unit V: Efficient capital markets Hypothesis: Need, EMH – forms, tests and results, Implications of efficient capital markets; Random walk Hypothesis, Indian Markets and Efficiency,

Text book:

Investment Analysis and Portfolio Management: by Prasanna Chandra, Tata McGraw Hill Publishers Fourth Edition.

Reference Books:

1. Investment Management-: by V. A. Avadhani, Himalaya Publishing House, 7th Revised Edition:2008
2. The Indian Financial System-Markets , Institutions & Services-: Bharati V.Pathak, Pearson, Third Edition.
3. Investment Science: David G. Luenberger, Oxford Univeristy Press.
4. Investment: William Sharpe (PHI)
5. Security Analysis and Portfolio Management: V. A. Avadhani, Himalaya Publishing House.
6. Investment Management-Security Analysis & Portfolio Management: by V. K. Bhalla, S. Chand.

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0604-2/0704-2

**Course: Derivatives & Risk
Management**

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

This course aims to provide students with a comprehensive understanding of risk management principles and derivatives (futures, options and swaps). The course will enable students to assess risk in various financial contexts, understand the mechanics of derivative markets, and apply various risk management strategies, including hedging and speculation using financial instruments.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Demonstrate knowledge of basic concepts related to risk management, including the process and techniques used in managing risks in organizations.
2. Understand the mechanisms of the futures market, including the various types of futures contracts, and apply different strategies for hedging and speculation using futures
3. Comprehend the functioning of the options market, the different types of options (put and call), and apply options for hedging and risk mitigation
4. Apply speculative strategies using options for various market conditions such as bullish, bearish, volatile, and non-volatile
5. Analyse the role of financial swaps, including interest rate and currency swaps, as a risk management tool and understanding their different applications.

Unit I: Definition of risk and risk management; Importance of managing risk in business environments; Limitations and challenges of risk management; Approaches to corporate risk management; The process of risk management: identification, assessment, and mitigation; Techniques for managing risk: risk avoidance, reduction, transfer, and retention.

Unit II: Definition of futures and the mechanics of the futures market; Types of futures contracts: Stock Futures, Index Futures, Currency Futures, Interest Rate Futures, Commodity Futures; Mechanism of trading futures contracts: margining, settlement, and clearing; Motives behind using futures: hedging, speculation, and arbitrage; Understanding futures pricing and the factors influencing it

Unit III: Definition and types of options: call and put options; The mechanics of options markets; Hedging strategies using options: Protective puts, covered calls, and collars; Benefits and limitations of hedging with options.

Unit IV: Overview of speculative strategies using options; Bullish strategies: Long call, Bull call spreads, covered calls; Bearish strategies: Long put, Bear put spreads; Volatility strategies, Non-volatile strategies; Risk and reward profile of various speculative strategies.

Unit V: Definition of swaps and the mechanism of swap markets; Interest rate swaps, Currency swaps; Applications of swaps in risk management and financial strategies; Understanding swap pricing and the role of counterparty risk.

Text Book:

Derivatives – Valuation and Risk Management: David A. Dubofsky & Thomas W. Miller, Oxford University Press

References Books:

1. Derivatives and Risk Management: Rajiv Shrivastava, Oxford University Press.
2. Options, Futures & Other derivatives: John C. Hull, Pearson.
3. Financial Management: Theory Concepts & Problems by Dr. R. P. Rustagi, Taxmann.

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0604-3/0704-3

**Course: Mergers & Acquisitions and
Corporate Restructuring**

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

This course provides an in-depth understanding of mergers and acquisitions (M&A), including their processes, valuation methods, and synergies. Students will learn to analyze post-merger performance, integration in IT, HR, and infrastructure, and evaluate financial impacts using key metrics. Additionally, they will examine takeover defence mechanisms and regulatory frameworks to make informed strategic decisions in M&A transactions.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Demonstrate an understanding of corporate restructuring, different types of M&A, the M&A process, key participants, and reasons for M&A failures.
2. Apply various firm valuation methods, including DCF, equity valuation, and firm valuation models, to assess corporate value.
3. Analyze M&A synergies, including their types, sources, valuation techniques, and factors affecting synergy realization.
4. Evaluate post-merger performance using financial ratios to assess success and impact.
5. Demonstrate an understanding of post-merger integration in IT, HR, and infrastructure and its role in corporate success and examine takeover defence and regulatory frameworks, in M&A.

Unit I: Mergers & Acquisitions: Forms of Corporate Restructuring, Different forms of M&A. M&A Process, Participants in the M&A Process, Due Diligence, and Reasons for failure of M&A.

Unit II: Methods of Valuation of Firms: Various approaches to Valuation, Role of Valuation, DCF Model, Equity Valuation Model, Firm Valuation Model.

Unit III: M&A Synergies: Meaning, Types, Sources of Synergy, Valuation of Synergy, Factors destroying Synergy

Unit IV: Post-Merger Performance Appraisal: Post Merger Appraisal using various ratios

Unit V: Post Closing Integration: Post merger integration related to IT, HR and Physical aspects of corporate. Takeover code and Defense.

Text Book

Mergers and Acquisitions: Rajinder S. Aurora, Kavita Shetty & Sharad Kale, Oxford University Press.

References Books:

1. Mergers and Acquisitions: Strategy, valuation & integration, Kamal Ghosh Ray, PHI.
2. Mergers, Acquisitions & Takeover, Machiraju H. R., New Age International (P) Limited, Publishers.

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0604-4/0704-4

Course: Project Planning & Financing

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

This course aims to equip students with the knowledge and skills required to effectively plan, evaluate, and finance projects, including the application of project management tools, financial analysis techniques, and risk management strategies to ensure the successful execution and funding of projects.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Apply the process of screening projects and conducting feasibility studies to assess their viability.
2. Analyse and apply various sources of finance for projects, understanding the pros and cons of each financing method.
3. Evaluate projects using capital budgeting techniques and identify the best investment decisions.
4. Identify various types of project risks and implement effective risk management strategies.
5. Develop a comprehensive Project Report and Business Plan, and perform loan documentation and loan proposal appraisal in financial institutions.

Unit I: Introduction to Project Management: Planning: Generation & Screening of project ideas, Market & Demand Analysis, Technical Analysis, Financial estimates & projections.

Unit II: Sources of Finance: Bank Finance – Term Loan, CC Limit, OD Limit, Loan against pledge, Unsecured Loan, Venture Capital Funding, Crowd Funding, Debentures, Equity Shares, PE Funding.

Unit III: Evaluating the Project: Nature and significance, techniques of evaluation –Pay Back Method, Accounting rate of return, Net Present Value and profitability index.

Unit IV: Analysis of Risk: Risks attached to the project (A review of project risks identification, allocation, and management).

Unit V: Project Report and Business Plan: Preparation of Project Financing Report – Components of Report, Appraisal of term loans by Financial Institutions. Business Plan: Preparation of Business Plan – Feasibility studies, Appraisal of Business Plan by Venture capital and PE Funds.

Text Book:

1. Project Management: Shilpi Jauhari & S. K. Chaturvedi, Himalaya Publishing House

References Books:

1. Project Planning Analysis, Selection, Implementation and Review: Prasanna Chandra, TMH
2. Financial Management – Theory Concepts & Problems: Dr. R. P. Rustagi, Taxmann.
3. Project Management and Control: Narendra Singh, Himalaya Publishing House

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0604-5/0704-5

Course: Behavioural Finance

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

This course introduces students to the psychological and social factors influencing financial decisions, challenging traditional finance theories. It covers investor behavior, market anomalies, and behavioral biases. Students will gain practical insights into debiasing, client management, and behavioral strategies in finance.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Understand the foundations of behavioral finance by comparing traditional finance theories with behavioral concepts like prospect theory, framing, and investor sentiment.
2. Identify and analyze common psychological biases and heuristics such as overconfidence and emotion, and their impact on financial decision-making.
3. Evaluate investor behavior through the lens of behavioral biases, and apply behavioral investing strategies to real-world financial scenarios.
4. Assess the influence of social forces and market-level behavior on financial anomalies, irrational market trends, and managerial decisions.
5. Apply behavioral finance principles to practical contexts such as retirement planning, debiasing techniques, and effective client management

Unit I: Foundations of Behavioral Finance - Conventional Finance: Expected utility theory, asset pricing, and market efficiency, Introduction to Behavioral Finance: Prospect theory, framing, mental accounting, Limits to arbitrage, market anomalies, and investor sentiment

Unit II: Psychological Biases and Heuristics in Finance - Heuristics and biases, Overconfidence in decision-making, Emotion and its role in financial behavior, Neurofinance and trading

Unit III: Investor Behavior and Decision-Making - Investor behavior shaped by biases and heuristics, The impact of overconfidence and emotions on investment decisions, Behavioural investing and money management strategies

Unit IV: Social and Market-Level Behavior - Social forces in financial decisions: Selfishness vs altruism, Behavioral explanations for financial anomalies, Aggregate market puzzles and their behavioral interpretations, Irrational markets and irrational managers

Unit V: Practical Applications and Behavioral Interventions - Retirement saving and investment behavior, Improving defined contribution (DC) pensions, Education, debiasing techniques, and client management strategies

Text book:

Behavioural finance: psychology, decision-making, and markets, by Lucy F. Ackert, Richard Deaves, Mason, OH South-Western Cengage Learning, [2010]

Reference Books:

1. Behavioural finance by Suchita Singh and Shilpa Bahi, Vikas Publishing House (1 January 2015).
2. Behavioral Finance: Understanding the Social, Cognitive, and Economic Debates (Wiley Finance) by Edwin Burton and Sunit Shah, Wiley; 1 edition (March 20, 2013).
3. Behavioral Finance by William Forbes, Wiley (2011).

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0604-6/0704-6

Course: Commercial Banking in India

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

This course provides a comprehensive understanding of the banking sector, its regulatory framework, and commercial bank functions. Students will learn about deposit portfolio management, fund deployment, and the unique structure of bank financial statements, enabling them to analyze banking performance effectively.

Course Outcomes:

1. This course will provide insights into the crucial role played by the banking sector in the economy
2. The students will understand the regulatory structure of Indian Banking
3. The Course will give an understanding of the functions of a commercial bank and its deposit portfolio.
4. The students will understand the deployment of Funds by the banks in various Assets.
5. The students will understand the special structure of Balance Sheet and Profit and Loss account and learn to analyse the performance of the bank

Unit I: Meaning and Definition of Banking: Evolution and History of Banking in India; The Role of Banks in the Financial System; Financial Intermediation by the Banks; The Indian Banking Structure-Types of Banks in India; Concepts of Banking-Unit Banking, Branch Banking, Narrow Banking, Universal Banking; Channels of Banking- Branch Banking-Online Banking, Mobile Banking, Digital Wallets, Neo-banks, Green banking. **Emerging Technologies in Banking** – AI, Blockchain, IoT in Banking, Embedded Finance

Unit II: The Regulatory Structure of Banking: The Banking Regulation Act 1949 and amendments, The Central Bank- Functions of a central Bank; The Reserve Bank of India Functions and powers of RBI; RBI-the Monetary Policy and Reserve Ratio Requirements. RBI Guidelines for Digital Banking and FinTech

Unit III: Commercial Banks: Scheduled, Non-Scheduled Banks, Functions of a Commercial Bank- Primary, Secondary and Agency functions; General Utility Services, Other Ancillary Services; Fund Transfer: RTGS, NEFT, IMPS; - Products: Types and sub types; Term deposits –calculation of interest and maturity value - Non-Residential Indian Deposits, Foreign Currency Deposits-KYC Norms, Central Bank Digital Currency (CBDC)

Unit IV: Investment Policy of a Bank: Credit Creation-Loan Products – Fund Based and Fee Based; Types of Fund Based credit –Based on Nature (Business Loans and Retail Loan Products), Tenure, Purpose and Security; Non-Fund Based Credit-Letter of Credits, Guarantee Issued, Indemnities. RBI's Guidelines to Banks for advances and NPAs

Unit V: The Financial Statements of Banks: Form A and Form B-The Structure of Balance Sheet and Income Statement; Schedules to the Financial Statements; Off Balance Sheet items; Analysis of Bank's Financial Statements: Ratios (CAMEL & EAGLE)

Text Books

1. Banking Products and Services (Indian Institute of Banking and Finance)
2. Bank Financial Management (Indian Institute of Banking and Finance)

Reference Books

1. Banking Theory and Practice by P.K. Shrivastava
2. Retail Banking by Indian Institute of Banking and Finance

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0604-7/0704-7

Course: Wealth Management

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

This course provides a comprehensive understanding of financial planning, wealth management, investment strategies, and risk management. Students will learn about investment products, risk profiling, asset allocation, and taxation, equipping them with essential financial decision-making skills.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Get an overview about Financial Planning.
2. Understand about Wealth Management & the Economy
3. Have knowledge of Investment & Risk Management
4. Understand the different Investment Products & Services
5. Have knowledge about Elements of Taxation

Unit I: Introduction: Financial Planning: Background, Role of Financial Planner, Financial Planning Process, Contract and Documentation, Client Data Collection, Client Data Analysis, Life Cycle, Wealth Cycle, Risk Profiling and Asset Allocation, Systematic Approach to Investing, Systematic Investment Plan (SIP), Systematic Withdrawal Plan (SWP), Systematic Transfer Plan (STP), Financial Plan, Goal-based Financial Plan, Comprehensive Financial Plan, Financial Planning in India.

Unit II: Wealth Management & the Economy: Financial Planning to Wealth Management, Economic Cycles and Indicators: Lag Indicators, Co-incident Indicators, Lead Indicators; Interest Rate Views, Currency Exchange Rate, The Deficits: Revenue Deficit and Fiscal Deficit, Current Account Deficit.

Unit III: Investment & Risk Management: Equity, Debt, Alternate assets: Gold & Real Estate. Role of each instrument, risk associated, return expectations

Unit IV: Investment Products & Services: Derivatives: Futures, Options; Mutual Fund, Venture Capital / Private Equity Funds, Hedge Funds, Structured Products, Portfolio Management Services (PMS)

Unit V: Elements of Taxation: Deductions from Income, Long Term and Short Term Capital Gain / Loss; Dividend Tax / Tax on Income Distributed by Mutual Funds, Securities Transaction Tax (STT). Capital Gains Taxation.

Text Books:

1. Intermediate Module: Wealth Management (NCFM modules)
2. Wealth Management: Pawan Jhabak, Himalaya Publishing House

Reference Books:

1. Wealth Management: Dun & Bradstreet, McGraw-Hill Publication
2. Wealth Management: A Treatise & Guide for Wealth Managers and Wealth Management
3. Executives, Prof. George S. Mentz, American Academy of Financial Management

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0604-8/0704-8

**Course: International Finance and
Trade**

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

This course equips students with knowledge of the foreign exchange market, exchange rate risks, international funding sources, and EXIM policy regulations.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Understand the various aspects of the foreign exchange market and with the varieties of transactions taking place therein.
2. Understand the working of MNCs
3. Understand the various types of exchange rate risk/ exposure and also how they can be assessed.
4. Understand different sources of funds to be raised from the international financial market to finance the assets and finding out the factors taken into account while selecting a particular source of funds.
5. Understand the Current EXIM policy and its various regulations.

Unit I: The Foreign Exchange Market: Meaning & concept, Structure and the Participants, Types of Transactions, Mechanics of Currency Dealing, Exchange Rate Quotations, Quotes for various kinds of merchant transactions.

Unit II: MNCs: Introduction, FDI and the multinational enterprise, Global Strategy : managing the multinational, taxation norms.

Unit III: Exchange Risk Management: Defining Foreign Exchange Exposure, Measuring Foreign Exchange Exposure, Classification of Foreign Exchange Exposure (Transactions Exposure, Translation Exposure, Operating Exposure), and their measurement.

Unit IV: International Financial markets & Instruments Origin, instruments in the international markets, players, resource mobilization, equity instruments, Debt instruments, Euro credit syndication.

Unit V: EXIM Policy & Regulations: Historical Perspective, Objectives, Highlights of the Current Policy, trade regulations governing Imports/ Exports & letter of credit.

Text book:

International Financial Management by Vuytatesh Sharan, Sixth Edition, PHI.

Reference Book:

International Financial Management by A. K. Seth, Galgotia Publishing Company.

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0604-9/0704-9

**Course: Financial Services and
Merchant Banking**

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

This course aims to provide students with a comprehensive understanding of financial services and merchant banking, highlighting their critical role in the economy. It covers the key aspects of marketing financial services, the structure and growth of financial markets in India, and the legal and regulatory framework governing the industry. Students will gain insights into the functions and operations of merchant bankers, preparing them to navigate the dynamic financial services landscape.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Understand the scope and importance of financial services in the economy.
2. Analyze the marketing strategies for financial services, focusing on pricing, distribution, promotion, and customer retention techniques within the industry.
3. Assess the financial services market in India, examining its constituents, growth trajectory, challenges faced, and the regulatory framework that governs it.
4. Evaluate the role of merchant banking in the economy, including the functions of merchant bankers and the ethical code of conduct that governs their operations.
5. Understand the legal and regulatory framework for merchant banking in India, focusing on SEBI guidelines, relevant provisions, and the current state of merchant banking in the country.

Unit I: Introduction to Financial Services - Overview of financial services and their importance in the economy, Types of financial services: Banking, insurance, investment management, and more, Role of financial intermediaries and regulators in the financial services industry

Unit II: Marketing of Financial Services: Conceptual Framework, Distribution Pricing, Promotion, Attracting & retaining customers.

Unit III: Financial Services Market: Concept, Constituents, Growth of financial services in India, problems of finance services sector, Regulatory framework.

Unit IV: Merchant Banking: Introduction, nature, Role of Merchant Bankers in Economy, Functions of merchant bankers, Code of conduct for merchant bankers.

Unit V: Merchant Banking in India: Legal & Regulatory Framework and relevant Provisions, SEBI guidelines for Merchant Bankers, present state of Merchant banking in India.

Text Book:

Financial Services: M. Y. Khan, Tata McGraw Hill 2010

Reference Books:

1. Financial Services: Gurusamy, Tata McGraw Hill 2010
2. Financial Services: Tripathy, Prentice Hall of India 2009
3. Financial Markets and Institutions: Madura, Thomson, 2009

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0604-10/0704-10 Course: Management Control System

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

This course aims to provide students with a comprehensive understanding of the structure and functioning of management control systems within organizations. It focuses on responsibility accounting, budgeting, performance measurement, sector-specific control practices, and the role of information systems and audits. The course equips students with the analytical tools to support strategic decision-making and ensure organizational effectiveness.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Understanding the structure and role of management control systems, including their subsystems and the functions of controllers and accountants in dynamic business environments.
2. Analyze responsibility accounting systems and budgeting techniques, distinguishing between types of responsibility centers and cost classifications to support strategic decision-making.
3. Apply performance measurement tools and transfer pricing methods, including ROI, EVA, and ratio analysis, to evaluate organizational efficiency and profitability.
4. Compare management control practices across sectors and assess financial and non-financial performance using models like the Balanced Scorecard.
5. Evaluate the role of information systems and audit functions as tools for effective management control, including MIS, ERP, and various types of audits.

Unit I: Introduction to Management Control Systems - Definition and concept of Management Control, Subsystems: Strategic control, Operational control, Task control, Role and functions of the management accountant and controller, Goal congruence, Cybernetic paradigm of Grissinger, Requisites for designing and implementing effective control systems, Impact of the changing business environment on control systems

Unit II: Responsibility Accounting and Budgetary Control - Responsibility Centers: Expense, Profit, and Investment Centers, Budgetary control as a tool for management control, Engineered, Discretionary, and Committed Costs, Budgeting approaches for different cost types, Benchmarking and Total Cost Management

Unit III: Performance Measurement and Transfer Pricing - Transfer Pricing: Market-based and cost-based methods, Numerical applications related to transfer pricing, ROI, Economic Value Added (EVA), Capital Budgeting, Ratio Analysis as a performance measurement tool

Unit IV: Sectoral Applications and Performance Metrics - Management control in service vs. manufacturing sectors, Financial and Non-financial performance measures, Balanced Scorecard approach (including Rock Water's Model)

Unit V: Control Tools and Information Systems - Management Information System (MIS) and ERP, Introduction to Audit Functions: Financial, Internal, Cost, and Management Audits, Principles and objectives of various audit functions as control tools

Text Book:

Management Control System: 10th Edition – Anthony and Govindrajana, Tata McGraw Hill

Reference Books:

1. Practical Auditing: B. N. Tondon
2. Management Control System: Kirby.

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0604-11/0704-11 Course: Insurance Management

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

This course provides foundational knowledge of insurance, risk management, and financial planning. Students will learn about insurance contracts, intermediaries, general insurance, personal and liability insurance, and life insurance, gaining a comprehensive understanding of the industry's role in financial security.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Gain the knowledge of the basics of Insurance, Insurance Contract, and Insurance Intermediaries.
2. Build knowledge about Risk Management.
3. Learn the concept of General Insurance.
4. Understand the concept of Personal and Liability Insurance.
5. Build the knowledge about Financial Planning and Life Insurance.

Unit I: Introduction to Insurance: Definition of Insurance, Concept of Insurance / How insurance works, Insurance Act, 1938 , Insurance Regulatory and Development Authority (IRDA), Insurance Advertisements and Disclosure Regulations, 2000, Protection of Policy Holders Interest Regulations, 2002, Third Party Administrators (PA), Insurance Contract, Terminology, Elements and Principles: Contract Terminology, Elements of a Valid Contract – Offer and Acceptance , Consideration, Capacity, Legal Purpose, Distinguishing Characteristics of Insurance Contract, Common clauses and sections in an insurance contract, Insurance Intermediaries: Introduction, Individual agent, Corporate agent, Code of Conduct, Broking regulations, Indian Insurance Market

Unit II: Fundamentals of Risk Management: Definition of Risk, Classification of Risks, Definition of Risk Management, Stages of Risk Management, AI-based underwriting and risk assessment, Role of AI in Claims Processing.

Unit III: General Insurance: Classification – Life Insurance & Non-Life Insurance, Non - Life Insurance classification - Property Insurance, Personal Insurance, & Liability Insurance, Types of Property Insurance - Fire Insurance, Marine Insurance, Various types of Engineering Insurance, Contractor's All Risks (CAR) Insurance, Marine cargo insurance, Features of motor insurance, Burglary insurance, Money insurance

Unit IV: Personal and Liability Insurance: Personal Insurance, Mediclaim Policies, Group Mediclaim policy, Personal Accident Insurance (PA), Liability Insurance, Employers Liability Insurance, Public Liability Insurance, Professional Indemnity Insurance, Product Liability Insurance

Unit V: Financial Planning and Life Insurance: Financial Planning, Ratios as a tool for financial analysis, Definition of Life Insurance, Law of large numbers, Principles of Insurance and Life Insurance. Term Insurance, Types of Term Life Insurance, Whole Life Insurance, Endowment policy, Children's policies, Annuities, Group Insurance, Industrial Life Assurance, Life insurance premium and tax benefits

Text Book:

Insurance and Risk Management by P. K. Gupta, second edition, HPH.

Reference Books

1. Principles of Insurance, by Dr. (Ku.) Shakti Prathaban and Dr. N.P. Dwivedi, HPH
2. Banking Risk and Insurance Management by N R Mohan Prakash, Vikas Publication

Syllabus for Semester VI & VII, BBA

HUMAN RESOURCE MANAGEMENT SPECIALIZATION

Course Code: 25SM01TH0605-1/0705-1

**Course: Talent Acquisition and
Management**

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

This course provides students with a comprehensive understanding of talent acquisition and management strategies, focusing on critical HR functions from staffing to employment decisions. Students will develop the skills necessary to formulate strategic HR plans that effectively address workforce challenges.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Analyze the fundamental principles of talent acquisition and apply this understanding to design effective retention initiatives that address challenges such as voluntary turnover, discharge, and downsizing.
2. Evaluate the role of strategic human resource planning and formulate responsive strategies to manage the effects of mergers, acquisitions, and outsourcing on workforce composition.
3. Examine and interpret key aspects of external and internal recruitment processes and develop comprehensive communication strategies that facilitate a smooth transition to the selection process.
4. Assess and apply various selection methods by comparing the importance, quality, and application of different assessment measures
5. Analyze the employment decision process and design integrated employment contracts, orientation programs, and socialization processes that enhance new employee integration.

Unit I: Talent Acquisition & Management Strategy: Staffing: Nature, Models, Strategy, The Employment Relationship, Types of Employees, Turnover and Its Causes, Retention Initiatives: Voluntary Turnover, Discharge, Downsizing

Unit II: Strategic HRP & its Impact: Staffing Planning, Diversity Planning, Impact of Mergers & Acquisition and Outsourcing on staffing, Impact of AI and contemporary technology on staffing

Unit III: Talent Acquisition I: External and Internal Recruitment: Strategic Recruitment Planning, Applicant Reactions, Communication, Strategy Implementation, Transition to Selection

Unit IV: Talent Acquisition II: External and Internal Selection: Importance and Use of Measures, Quality of Measures, Preliminary Issues, Substantive Assessment Methods, Discretionary Assessment Methods, Contingent Assessment Methods

Unit V: The Employment Decision: Choice of Assessment Method, Determining Assessment Scores, Decision Makers, Employment Contracts, Job Offer Process, New Employee Orientation and Socialization

Text Book:

Staffing Organizations, Timothy Judge and John Kammeyer-Mueller, McGraw Hill

Reference Books:

1. Armstrong's Handbook of Human Resource Management Practice by Michael Armstrong
2. The Talent Management Handbook: Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People by Lance A. Berger and Dorothy R. Berger
3. Human Resource Management by Gary Dessler

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0605-2/0705-2

**Course: Industrial Relations and
Labour Laws**

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

The objective of this course is to provide students with a comprehensive understanding of industrial relations and labor laws, focusing on the legal frameworks, rights, and responsibilities of both employers and employees. It aims to equip students with the skills to navigate labor disputes, collective bargaining, and the regulatory environment in various industrial settings.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Understand about current Industrial Relation legislative proposals and impact of Labour Laws on Human Resource Management
2. Understand the importance and practices to be adopted for workers participation and Collective Bargaining.
3. Know about Industrial Relations and Grievance Redressal Procedure.
4. Students will be able to get in-depth knowledge of important areas of Social Security Measures for employees.
5. Students will know about the working of State, National and International Labour Organization.

Unit I: Industrial Relation and Industrial Democracy: definition and concept of industrial relation, basic facts, scope, aspects & ideologies of industrial relations, approaches to industrial relations, Trade Unions Act. 1926, Factories Act, 1948.

Unit II: Collective Bargaining: definition, importance, types, prerequisites of effective collective bargaining & collective bargaining in India; workers participation: concept & meaning, aims & objective, forms & levels of participation, conditions essential of working of the scheme

Unit III: Grievances & Disputes: nature, causes, settlement procedure of grievances, industrial disputes, causes, remedial & prevention measures, consequences of industrial disputes on industry & society, significance of peace & harmony to industrial productivity & progress, Industrial Disputes Act, 1947

Unit IV: Employee's Social Security: Aims of social security measures, methods of providing social security, benefits to workers - social assistance and social insurance

Unit V: ILO: Constitution, working & impact of ILO on Labour Legislations in India, ILO convention & recommendations, Functions & Working of offices attached to Labour Ministry Directorate: General of Employment & Training; Labour Bureau; Welfare

Commissioners; Various committee constitute by the Government of India (Ministry Of Labour), Industrial Employment (Standing Orders) Act, 1946, Shops and Establishments Act, Employees' Compensation Act, 1952

Text Books:

1. Dynamics of Industrial Relations: Mamoria & Mamoria, Publisher: Himalaya Publishing House
2. Labour and Industrial laws: P. K. Padhi, Publisher: Eastern Economy Education

References Books:

1. Essentials of Human Resource Management & Industrial Relation: P. SubbhaRao, Publisher: Himalaya Publishing House
2. Industrial Relations: C. S. Venkata Ratnam, Publisher: Oxford University Press
3. Industrial Jurisprudence & Labour Legislation: A. M. Sarma, Publisher: Himalaya Publishing House
Taxmann's Labour laws: Taxmann Publications Pvt. Ltd

Note:

1. Underline topics are for self-study.
2. The content of the course is subject to modification in accordance with changes in the laws and regulations of the country.

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0605-3/0705-3

Course: Learning and Development

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

This course aims to provide a comprehensive understanding of the principles and practices of learning and development within organizational settings. Students will learn to apply theoretical concepts in practical scenarios and analyse training programs to enhance effectiveness and organizational performance.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Apply foundational concepts of training, development, and adult learning to analyse organizational training needs effectively.
2. Apply design principles and methods to analyse the suitability and potential impact of various training approaches.
3. Apply management development strategies to analyse the design, implementation, and challenges of effective MDP's.
4. Apply a range of training tools and techniques to analyse how teaching aids and trainer skills influence learner engagement and outcomes.
5. Apply cost and evaluation models to analyse the financial and operational effectiveness of training programs in both local and international contexts.

Unit I: Foundations of Training, Development & Need Analysis: Concepts & Significance: Nature, scope, objectives, and benefits of training; principles of adult learning; differences between training, development, and learning. Training Need Analysis: Identification of training needs; Thayer & McGhee Model; areas of training; responsibilities for providing training.

Unit II: Training Design & Methods: Perspectives for designing training programs, Methods of training including on-the-job and off-the-job approaches.

Unit III: Management Development Programs: Concepts and importance of Management Development Programs (MDP's). Steps involved in MDP's, potential pitfalls, and various methods/techniques used in management development.

Unit IV: Tools & Techniques for Effective Training: Use of teaching aids and techniques, including audio-visual supports. Development of trainer skills: effective communication, diverse training styles, commanding body language, and fostering creativity.

Unit V: Cost, Evaluation & Global Perspectives in Training: Analysis of direct and indirect training costs. Methods to measure training effectiveness; models of training evaluation. Overview of training practices in Indian and international organizations.

Text Book

Training and Development by G. P. Naik published by Excel Books, New Delhi

Reference Books:

1. Effective Human Resource Training and Development Strategy – Dr. B. Rathan Reddy, Himalaya Publication House
2. Human Resource and Personnel Management – Text and cases, K. Aswathappa, McGraw- Hill Publishing Co. Ltd.
3. Human Resource Management, Tenth Edition, Gary Dessler, Pearson Education

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0605-4/0705-4

Course: Performance Management and Appraisal

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:**Course Outcomes:**

Upon Successful completion of this course, the student will be able to –

1. Understand the concept of Compensation.
2. Apply the fundamentals of Compensation.
3. Demonstrate skills to conduct Job evaluation and work measurement.
4. Describe behavioural aspects of Compensation.
5. Implement several incentive plans and employee benefits.

Unit I: Conceptual Approach to Performance Management: Introduction to Performance Management, Process for Managing Performance, Implications for Performance Management, principles of performance Management, benefits of performance Management, Performance Management strategies. Performance Appraisal & Potential Appraisal: Meaning of Performance appraisal, methods and approaches to performance appraisal, Obstacles in appraisal, Potential Appraisal.

Unit II: Measuring Performance: Criteria for performance measures, classification of measures, Types of measures: organizational (Balance score-card, EFQM, EVA), Team, Individual; Guidelines for defining performance measures, Performance reviews.

Unit III: Performance Management Application & Improvement: Performance Management in practice, Performance Management in Manufacturing and Service sectors. Strategies for improving performance. Analysing performance problems, Performance counselling and coaching: Concept, Principles and Skills.

Unit IV: Industrial Restructing- Reward System and Employee Productivity, Performance Counselling, Performance Evaluation and Monitoring- Methods of Performance Evaluation – Performance Management in Multi National Corporations

Unit - V: Indian and Western Thoughts- Performance Management in the perspective of Indian Ethos- Ethical Issues and Dilemmas in Performance Management.

Text Book

1. Dewakar Goel, Performance Appraisal and Compensation Management, Prentice Hall India, New Delhi, 2008
2. Robert Cardy, Performance Management, Prentice Hall India, New Delhi, 2004

Reference Books

1. Performance Management System, Davinder Sharma, HPH
2. Performance Management, Aquinis, Pearson
3. Performance Management, Cardy, PHI
4. Performance Management System, R.K. Sahu, Excel Books

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0605-5/0705-5

**Course: Compensation and Benefits
Management**

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

This course is designed to equip students and professionals with the knowledge and skills required to design, implement, and manage effective compensation and benefits programs within an organization.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Understand the concept of Compensation.
2. Apply the fundamentals of Compensation.
3. Demonstrate skills to conduct Job evaluation and work measurement.
4. Describe behavioural aspects of Compensation.
5. Implement several incentive plans and employee benefits.

Unit I: Introduction to Compensation Management: Meaning, Definition, Objectives, Principles, Importance, Economic and Behavioural Theories of Compensation.

Unit II: Foundation of Compensation Management: Compensation Strategies, Major Factors Influencing Compensation Management, Process of Compensation Management. Equity in Compensation Management.

Unit III: Compensation Management and Job Design: Job Design, Strategies and Techniques of Job Design, Job Analysis, Job Evaluation, Job Assessment, Alternate Method of Job Assessment, Work Measurement, Ergonomics and Work study.

Unit IV: Behavioural Dimensions of Compensation Management: Factors influencing effective compensation management, Motivational issues in compensation, Organizational Justice and compensation. Impact of compensation on employee behaviours. Executive compensation, Models of Executive Compensation, Compensation in India.

Unit V: Quantitative Tools and Innovation in Compensation: Variable compensation, retirement plans, employee benefits - gratuity, PF, DA; Incentive determination, overtime wages, merit practices, economic value added, meaning and types of incentive plans.

Text Book

1. Compensation Management - Tapomoy Deb, Excel Books
2. Compensation Management - Dipak Kumar Bhattacharya, Oxford Publications

Reference Books

1. Compensation - Milkovich, Newman, Venkata Ratnam, McGraw Hill Education
2. Performance Management - Prem Chadha, Macmillan Publications

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0605-6/0705-6

**Course: International Human
Resource Management**

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

This course aims to equip students with the knowledge and skills to manage human resources in a global business environment. It covers key areas such as cultural diversity, international recruitment, performance management, and strategic HR planning, preparing students to handle the complexities of HRM in multinational organizations.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Analyse the evolution, drivers, and stages of internationalization in business, distinguishing between domestic and international business environments.
2. Ability to evaluate cultural differences using frameworks such as Hofstede's model, and demonstrate the skills required to manage cultural diversity in a global workforce.
3. Design and implement global human resource planning strategies, considering international division of labour and various categories of employees
4. Develop and implement performance management and Training & Development systems suitable for international contexts, identifying the key challenges and best practices in performance appraisal, particularly for expatriates.
5. Understand the strategic role of HRM in global organizations, Industrial Relations, focusing on value creation, international compensation, and executive compensation strategies.

Unit I: International Business Overview: evolution, drivers, influences, stages of internationalization, differences between domestic and international business, approaches, modes of entry, goals, advantages, problems. Social and Cultural Context of IHRM: culture, why cultures differ, cultural sensitivity, social environment, Hofstede's model of four cultural dimensions. Managing Culture Diversity: culture and its factors, cross-cultural differences, workforce diversity, managing diversity.

Unit II: International Human Resource Management: introduction, expatriate, domestic versus international HRM. Organization Structure and HRM: organizational design, structure, nature, approaches. International Human Resource Planning: international division of labour, global human resource planning, Issues in supply, different categories of employees.

Unit III: International Recruitment and Selection: Macro-level sources of recruitment, approaches: ethnocentric, polycentric, regiocentric and geocentric, advantages, disadvantages, implications; Centralized Vs. decentralized recruitment; Micro-level sources of recruitment; recruitment techniques; Selection: the expatriate system, expatriate failure, selection techniques. International Performance Management: challenges, areas to be

appraised, organizational role expectations, who should appraise the performance, system of performance appraisal, problems, effectiveness.

Unit IV: International Training and Development: why global training, areas of global training and development, International Compensation and Benefits: complexities, objectives, factors that affect internal compensation management, components/structure of international compensation package, executive compensation, approaches to internal compensation management.

Unit V: International Industrial Relations: three actors of industrial relations, trade unions and their concern in MNC, collective negotiations, disputes/conflicts, quality circles and participative management. International Strategic Human Resource Management: Peculiarities of global strategic management, value creation, global strategic management process, MNCs' business and IHRM strategies, formulation of alternative business unit level strategies, collaborative strategies, organizational and HRM strategies. Shifts in International Human Resource Management and Industrial Relations: Shifts in global Business, shifts in human resources management, shifts in industrial relations.

Text Book:

International Human Resource Management: P. Subba Rao, Himalaya Publishing House

References Books:

1. International Human Resource Management: Monir Tayeb, Oxford University Press.
2. International Human Resource Management: K. Aswathappa & S. Dash, Tata McGrawHill
3. International Human Resource Management: Tony Edwards & Chris Rees, Pearson Education

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0605-7/0705-7

Course: People Analytics

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

This course aims to equip learners with a comprehensive understanding of Human Resource Analytics by developing skills to capture, analyze, and refine HR data while introducing key HR metrics. It also focuses on enhancing proficiency in conducting HR Analytics and providing insights into its future with Predictive and Prescriptive techniques.

Course Outcomes:

1. To provide an overview of the evolution of HRM and its journey towards Analytics
2. Analyze various methods of capturing, examining, and purifying HR data while interpreting the significance of HR Metrics in the context of HR Analytics.
3. Evaluate and apply HR Analytics techniques using MS Excel to optimize key HR processes and decision-making.
4. Apply various tools and software technologies for conducting Descriptive HR Analytics and effectively visualize HR data to support data-driven decision-making.
5. Analyze the potential impact of Predictive and Prescriptive HR Analytics on future HR strategies and decision-making.

Unit – I: Introduction to HR Analytics: HR Analytics and Changing Role of HR Professionals, Importance and Scope of HR Analytics, Significance of HR Analytics, Benefits of HR Analytics, Levels of Analysis and Conducting analytics, Key Influencers of HR Analytics Process. Big Data Era in HR Analytics, HR Analytics – Linkage to Business Outcomes.

Unit – II: Understanding HR Analytics: Conducting HR/Workforce Analytics: Models of HR Analytics, How to Conduct HR Analytics. Understanding HR Data: Importance of Data, Types and Scales of Data; Methods of Capturing Data, Data Examination & Purification. Understanding various HR Metrics from the perspective of HR Analytics.

Unit – III: Analytics for Key HR Processes Using MS Excel: HR Analytics for Recruitment & Selection, Training & Development, Performance Appraisal, Talent Management, Employee Engagement, Compensation Management and Expatriate Management.

Unit – IV: Descriptive Analytics: Overview of Select Tools for Conduction HR Analytics: MS Excel, Power BI. Descriptive Analytics in HR: HR Dashboards using MS Excel, Slicing and Dicing of HR Data using MS Excel Pivot Table Applications, Data Visualization for Key HR processes.

Unit – V: Predictive & Prescriptive HR Analytics: Predictive HR Analytics: Correlation, Linear and Multiple Regression, Factor Analysis and Cluster Analysis, Comparison of Means and Analysis of Variance for Manpower Demographics, Employee Satisfaction, Training Effectiveness etc. Prescriptive HR Analytics, Predictive vs Prescriptive HR Analytics, Future of HR Analytics.

Textbook

1. Rama Shankar Yadav & Sunil Maheshwari, HR Analytics, Wiley, 2021.
2. Pratyush Banerjee, Jatin Pandey & Manish Gupta, HR Analytics: Practical Applications of HR Analytics, Sage, 2019.

Reference Book

1. Dipak Kumar Bhattacharya, HR Analytics, Sage, 2017.
2. Ramesh Soundrarajan & Kuldeep Singh, Winning on HR Analytics, Sage, 2017.
3. Nishant Uppal, Human Resource Analytics, Pearson, 2021.
4. Bharti Motwani, HR Analytics: Practical Approach Using Python, Wiley, 2021.

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0605-8/0705-8

**Course: Managerial Competencies for
HR Professionals**

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

This course is designed to equip students with advanced HR competencies by bridging theoretical insights with practical applications. In this course learners will explore contemporary challenges in employee engagement, organizational citizenship behavior, talent management, organizational health assessment, and digital transformation.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Analyse the impact of employee engagement models on organizational sustainability and CSR initiatives, and create innovative engagement strategies tailored to diverse workplace contexts.
2. Analyse the antecedents and benefits of organizational citizenship behaviour and evaluate effective interventions to promote extra-role performance within organizations.
3. Apply contemporary talent management practices to real-world scenarios and create comprehensive HR strategies that integrate succession planning, outsourcing, and high-performance management.
4. Evaluate key indicators of organizational health—such as job satisfaction, work-life balance, and emotional intelligence—and create actionable improvement plans to enhance employee wellbeing and overall workplace culture.
5. Analyse the implications of digital trends—including remote working policies, agile HR practices, and cyber loafing—on HRM, and create innovative solutions to harness digital transformation for improved organizational performance.

Unit I: Employee Engagement: Concept, benefits, activities under employee engagement, employee engagement towards sustainability, models of employee engagement, employee engagement through CSR

Unit II: Organization Citizenship Behavior: Concept, benefits, antecedents of organization citizenship behavior, factors of organization citizenship behavior, evaluating organization citizenship behavior at the workplace, and measures to encourage organization citizenship behavior at the workplace.

Unit III: Talent Management: Concept, the evolution of talent management, process, best practices in talent management, talent management and its relation with succession planning, HR outsourcing, high-performance management practices

Unit IV: Organization Health Assessment: Job satisfaction, employee wellbeing/wellness, Quality of Work Life, Work Life Balance, Workplace ostracism, workplace spirituality, workplace toxicity, job embeddedness, Emotional Intelligence

Unit V: Digital Transformation and HRM: Remote working policy, documentation and its legality, FOMO versus JOMO, agile HR practices, cyber loafing

Text Book:

Human Resource and Personnel Management - Text and cases, K. Aswathappa, McGraw-Hill Publishing co. ltd.

Reference Books

1. Personnel and Human Resource Management: text and Cases, P. Subba Rao, Himalaya Publishing House
2. Working with Emotional Intelligence, Daniel Goleman, Publisher, Bloomsbury

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0605-9/0705-9

Course: Diversity, Equity and Inclusion

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

The objective of this course is to well equip students to effectively lead and manage teams with diverse backgrounds, actively contribute to building inclusive work environments, and gain a comprehensive understanding of the tangible and intangible benefits that Diversity, Equity, and Inclusion (DEI) bring to both businesses and society.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Understand the core concepts of Diversity, Equity, and Inclusion (DEI).
2. Analyze and critique DEI policies and practices within organizations.
3. Develop strategies to create a more inclusive, diverse, and equitable workplace.
4. Examine the challenges in implementing DEI initiatives.
5. Assess the effectiveness of DEI programs and their impact on organizational success.

Unit I: Introduction to Diversity, Equity, and Inclusion - Understanding Diversities: Linguistic, Socio-Cultural, Economic, Gender and Disability, Concept of Social Exclusion and Inclusion.

Unit II: Constitutional Provisions, Acts and Policies: From Exclusion to Inclusion: A Historic Perspective, Models of Disability Diversity and Inclusion in Education, Constitutional Provisions, Policies, Programmes and Acts

Unit III: Diversity at work place: Meaning of Workplace Diversity, Benefits of Workplace Diversity, Benefits of Diverse Workforce to the Employees, Challenges of Diversity in the Workplace Gender Issues , Gender Differences ,Gender Stereotype ,Sexual Harassment, Sexual Harassment Behavior ,Steps to Prevent Sexual Harassment , Laws Against Sexual Harassment

Unit IV: Culture and Diversity in organization: Culture and Diversity, Ideologies About Diversity, Ethnocentrism, Work Specialization and Organisation Level as Workforce Diversity Level, A Theoretical Model for the Structure of Diversity.

Unit V: Human Resource Systems to Manage Diversity: Defining the Significant Concepts of the Model , Diversity, Power and Mentorship in Organisation , Diversity and Power , Human Resource Systems to Manage Diversity

Text Book:

Culture, Diversity and Society by Dr. Ravindranath Badi, Himalaya Publication

References Books:

1. The Financial Times Guide to Inclusion and Diversity by Vikki Leach, Pearson
2. The Power of Difference, by Simon Fanshaw, Kogan Page

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0605-10/0705-10 Course: Organizational Development

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

To provide students with a foundational understanding of Organizational Development (OD), its processes, and interventions, enabling them to apply planned change strategies for improving organizational effectiveness and managing transformation.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Understanding of concept of Organization Development & Planned change
2. Understanding of OD process & its application
3. Awareness of human process, organizational process, techno structural interventions & their application.
4. Awareness of HRM & strategic interventions & their application.
5. Understanding of future trends of OD

Unit I: General Introduction to OD : Definition, growth & relevance of OD, history of OD, nature of planned change, Lewin's force field model, action research model, positive model & general model of planned change.

Unit II: OD Process: entering & contracting, diagnosing organization, open system diagnostic model, collecting & analyzing information, diagnosing information, designing interventions.

Unit III: Interventions I - Human process interventions, organization process interventions.

Unit IV: Interventions II - Restructuring organization, Employee Involvement, Work Design.

Unit V: Interventions III - Human resource management interventions, strategic change interventions

Text Book:

Organization development & change – Cummings & Worley, Cengage learning

Reference books:

1. Organization development – French Bell Vohra, Pearson
2. Organizational change & development- Dipak Bhattacharya, Oxford
3. Organization Change and Development, Kavita Singh, Excel Books

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0605-11/0705-11 Course: Employer Branding

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

This course aims to equip students with a comprehensive understanding of employer branding by developing strategic frameworks and leveraging various channels to attract, engage, and retain talent. Students will learn to assess employer brand health, define a compelling employer value proposition, and implement effective branding strategies.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Analyze the components of a strong employer brand and evaluate the current employer branding health of an organization.
2. Apply employer branding strategies to develop a compelling Employer Value Proposition (EVP) and create an employer brand framework.
3. Design a recruitment marketing plan and utilize various digital and social media platforms to enhance employer brand visibility.
4. Assess employer brand experience and implement strategies for positive candidate engagement and employee retention.
5. Evaluate the success of an employer branding strategy and develop a monitoring system to sustain long-term brand impact.

Unit I: Getting Started with Employer Branding: Building a Strong Employer Brand, preparing for the Journey Conducting an Employer Brand Health Check

Unit II: Developing and Effective Employer Brand Strategy: Defining your Employer Value Proposition, building your Employer Brand Framework, Generating Engaging Content, Rolling Out your Employer Brand Strategy

Unit III: Reaching Out through the Right Channels: Constructing your Recruitment Marketing Plan, creating a Winning Career Site, Developing your Talent Network, Engaging Talent through Social Media, Making the most of Recruitment Advertising, Making a Splash On Campus

Unit IV: Reaching Out Delivery on your Employer Brand Promises: Shaping a Positive Brand Experience, making a Positive Impression on Candidates, Engaging and Retaining your Talent

Unit V: Majoring the Success of your Employer Branding Strategy: Impact on Audience Engagement and Hiring, Monitoring and Maintaining Long Term Impact on Employer Brand Value

Text Book: Employer Branding for Dummies: Richard Morsley and Lars Schmidt, Wiley Publication

Reference Books:

1. Brand from the inside – Libby Sartain and Mark Schuman, Jossey-Bass Publication
2. The Talent Magnet – Richard Evans, Writer Motive Publication

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0605-12/0705-12 Course: HR as a Business Partner

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

Equip students with an understanding of the transformation of HR from a traditional support function to a strategic business partner, enable students to analyse and design HR strategies that align with business objectives, fostering talent management, train students to assess business challenges and opportunities from an HR perspective, and apply HR strategies to solve problems such as talent acquisition, employee engagement, and workforce productivity.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Equip students with a comprehensive understanding of strategic HRM theories
2. Enable students to design effective workforce planning, recruitment, and talent engagement strategies
3. Provide students with the tools and frameworks to drive strategic change, implement organization development initiatives
4. Prepare students to develop and implement sustainable HR practices, including sustainable recruitment, performance management, and policy design
5. Equip students with the knowledge to design agile and resilient organizations, applying OD&D theories

Unit I: The need for strategic human resources: Strategic HRM theory, The changing context for SHRM, A strategic agenda for HR, Ulrich model.' HR's contributions to increased productivity, cost effectiveness and efficiency, HR in the digital age, Crafting HR strategy, Global HRM

Unit II: Strategies for talent: Workforce planning and recruitment strategies, Employee engagement and well-being, Managing and rewarding for high performance, Strategies for developing people, Supporting flexible career development, High flyers and succession planning

Unit III: Building strategic change capability

Transforming organisations by design, bringing about culture change, Organisation Development in the context of culture change.

Unit IV: Strategic HR Practices for Sustainability

Sustainable recruitment and selection processes, integrating sustainability into employee performance management, Designing HR policies that promote sustainability, Key performance indicators (KPIs) for sustainable HR practices, Methods for evaluating the success of sustainability initiatives in HRM

Unit V: HR for agile and resilient organisations

Designing sustainably agile and resilient organisations, OD&D theories in the context of designing and developing an agile organisation, Learning across boundaries

Text Book:

Aligning Human Resources and Business Strategy" by Linda Holbeche, Third Edition published 2022 by Routledge

References Books:

1. HR as a Business Partner: A Strategic Approach by S. A. Yadav, PHI Learning Pvt. Ltd.
2. Strategic Human Resource Management by Jeffrey A. Mello, Cengage Learning.
3. The HR Business Partner: A Practical Guide by Mike Coyle, Kogan Page.

Syllabus for Semester VI & VII, BBA

MARKETING MANAGEMENT SPECIALIZATION

Course Code: 25SM01TH0606/0706-1

**Course: Integrated Marketing
Communication**

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

Students will understand and apply Integrated Marketing Communications (IMC) concepts, consumer behaviour insights, and strategic tools across advertising, media, sales promotion, PR, and direct marketing.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Explain the concepts and role of IMC in marketing.
2. Analyze consumer behavior and apply STP in IMC.
3. Develop advertising strategies and creative messages.
4. Plan and integrate traditional and digital media.
5. Apply tools of sales promotion, PR, and direct marketing.

Unit I: Introduction to IMC and Marketing Communication Environment: Concept and Evolution of IMC, Role of IMC in Marketing, Components of IMC, Marketing Communication Mix, Overview of the IMC Planning Process, Challenges and Opportunities in IMC

Unit II: Brand Communication: Communication Models in Marketing, Role of Perception, Brand Equity and IMC, Segmentation, Targeting, and Positioning (STP) in IMC.

Unit III: Advertising Strategy and Creative Development: Advertising Objectives and Strategy, Creative Strategy Development, Message Design and Execution, Copywriting and Art Direction.

Unit IV: Media Planning

Media Objectives and Budgeting, Media Types and Characteristics, Media Scheduling and Evaluation, Integrating Online and Offline Media, Emerging Trends in Media.

Unit V: Measuring IMC Effectiveness

IMC Budgeting Approaches, Evaluating IMC Campaign Effectiveness, IMC Metrics and ROI.

Textbook:

Tom Duncan, Principles of Advertising & IMC, McGraw-Hill Education

Reference Books:

1. Belch, George E. & Belch, Michael A., Advertising and Promotion: An Integrated Marketing Communications Perspective, McGraw-Hill Education
2. Clow, Kenneth E. & Baack, Donald, Integrated Advertising, Promotion, and Marketing Communications, Pearson Education
3. Shimp, Terence A. & Andrews, J. Craig, Advertising, Promotion, and Other Aspects of Integrated Marketing Communications, Cengage Learning
4. Hackley, Chris, Advertising and Promotion: An Integrated Marketing Communications Approach, SAGE Publications

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0606-2/0706-2

Course: Brand Management

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

Students will understand key components of brand management, including brand positioning and the use of brand elements to build strong brand equity. They will develop skills to measure brand equity and design, implement, and evaluate effective branding strategies.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Students will be able to describe and identify all the components of brand management.
2. Students will be able to identify and establish brand positioning. Students will know different brand elements and will be able to determine brand elements for a new product.
3. Students will be able to understand the leveraging of secondary brand knowledge to build brand equity.
4. Students will be able to develop brand equity measurement system and will be able to measure the sources and outcomes of brand equity.
5. Students will be able to understand the design, implementation and evaluation of branding strategies

Unit I: Brands and Brand Management: What is a brand? Why do brands matter? Can anything be branded? What are the strong brands? Branding challenges and opportunities, brand equity concept, strategic brand management process. The customer based brand equity: Brand knowledge; building a strong brand, brand building implications.

Unit II: Brand Positioning: Identifying and establishing brand positioning, positioning guidelines, defining and establishing brand values, internal branding. Choosing Brand Elements to Build Brand Equity: Criteria for choosing the brand elements, options and tactics for brand elements.

Unit III: Designing Marketing Programs to Build Brand Equity: New perspective on marketing, product strategy, pricing strategy, channel strategy. Leveraging Secondary Brand Knowledge to Build Brand Equity : Conceptualizing the leveraging process, company, country of origin and other geographic areas, channels of distribution, co - branding, licensing, celebrity endorsement, sporting, cultural, or others events, third party sources.

Unit - IV : Developing a Brand Equity Measurement and Management System: The brand value chain, designing brand tracking studies, establishing a brand equity management system. Measuring Sources of Brand Equity: Qualitative research techniques, quantitative

research techniques. Measuring Outcomes of Brands Equity: Capturing market performance, comparative methods, holistic methods.

Unit V: Designing and Implementing Branding Strategies: The brand-product matrix, brand hierarchy, designing a branding strategy. Introducing and Naming New Products and Brand Extensions: New products and brand extensions, advantages of extensions, disadvantages of brand extensions, understanding how consumers evaluate brand extensions, evaluating brand extension opportunities, Brand sustainability, Emerging trends in brand management

Text Book

Strategic Brand Management: Building, Measuring, and Managing Brand Equity: by Kevin L. Keller, Pearson Education

Reference Books

1. Strategic Brand Management: by Richard Elliot, Larry Percy, Oxford University Press, India.
2. Managing Brand Equity: by Aaker D., Free Press.
3. The New Strategic Brand Management: by Jean-Noel Kapferer, Kogan Page.
4. Brand Positioning: Strategies for competitive Advantage: by Sengupta, Tata McGraw-Hill.

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0606-3/0706-3

Course: Retail Management

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

This course provides a comprehensive understanding of the context and concept of retailing, equipping learners with the skills needed to manage various retail functions effectively. Participants will develop the ability to handle operational responsibilities, support management in making informed merchandising decisions, and apply scientific approaches to retail decision-making. The course also explores key concepts such as private labels, category management, and large retail establishments. Additionally, learners will gain insights into designing store layouts and merchandise displays while leveraging IT-enabled services to streamline store operations and enhance overall efficiency.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Understanding of the context and concept of retailing.
2. Ability to handle responsibilities in operating retail functions.
3. Ability to reach a point of decision and help the management in making scientific and informed decisions on merchandising, category management and large retail establishments.
4. Ability to design the store layout and merchandise display.
5. Understanding of the use of it enabled services for running the store operations.

Unit - I: Introduction: Introduction to retail management, retail in India, theories of retail development, international retail, retail formats.

Unit - II: Strategy & Planning Understanding retail consumer, strategic retail, store site selection, franchising, understandings shoppers and shopping.

Unit - III: Merchandise Management Basics of merchandising, process of merchandising, merchandise procurement methods, merchandise performance, Managing Retail Private labels, category management.

Unit - IV: Creating and Sustaining Value Designing a store and visual merchandising, servicing the retail customer, establish in gap pricing strategy, supply chain Management.

Unit - V: Marketing & Technology Retail marketing and branding, information systems, human interface, E-retailing, sustainability in retail, use of IT in retail.

Text Book:

Retail Management: by Swapna Pradhan, Mc Graw Hills Publication

Reference Books:

1. Managing Retailing: by Sinha Uniyal, Oxford Publications
2. Retail Management: A Global Perspective: by Singh, Dr. Harjit, S. Chand Publications

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0606-4/0706-4

**Course: Sales and Distribution
Management**

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

To equip the students with necessary selling skills by understanding the selling process, develop the ability to design sales territory, sales quota and sales training for sales staff, formulate compensation plans and understand channel strategies for effective distribution management and resolve the channel conflicts hindering sales.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Understanding of sales management, selling skills & selling process.
2. Ability to design a sales territory, sales quota, determine the size of the sales force and understanding of recruitment, selection & training of sales force.
3. Ability to design compensation plan and evaluate sales force performance.
4. Understanding of distribution management and distribution channel strategies.
5. Understanding of Channel members behaviour and channel conflicts.

Unit I: Introduction to sales management, selling skills and selling strategies, selling process.

Unit II: Sales organizational design, Management of Sales territory, Management of sales quota. Recruitment and selection of sales force, determining size of the sales force, training the sales force

Unit III: Types of compensation plans and designing a compensation plan, sales force performance evaluation-steps in sales force performance appraisal

Unit IV: Introduction to distribution channel management, Distribution channel strategies, Designing Customer oriented marketing channels, business through e-commerce (Self study)

Unit V: Managing Channel member behaviour: Channel relationship, channel control, channel power and channel conflict.

Textbook:

Sales & Distribution Management: by Tapan Panda, Oxford Publication

Reference Books:

1. Sales Management: Pradip Kumar mallik, Oxford Publication.
2. Sales & Distribution Management: by Krishna K Harvadkar, McGraw Hill

3. Physical Distribution Management : Kulkarni, M.V. Everest Publishing House.
4. Marketing Management : V.S. Ramaswami & S. Namkumari, Macmillan India Ltd.

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0606-5/0706-5

Course: Services Marketing

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

This course aims to provide students with a deep understanding of services marketing strategies, customer relationship management, and service quality. It emphasizes the unique characteristics of services and the impact of digital transformation, equipping students with the skills to manage and innovate in service industries.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Explore the evolving service industry in India and globally.
2. Distinguish between services and tangible goods.
3. Analyze how these distinctions impact service marketing strategies.
4. Evaluate the effectiveness of service marketing management.
5. Assess the strengths and weaknesses of service marketing in various companies.

Unit I: Foundations of Services Marketing

Unit II: Designing & Delivering High-Performance Services

Unit III: Managing Customer Relationships & Service Excellence

Unit IV: Pricing, Promotion & Branding of Services

Unit V: Service Innovation, Global Trends & Strategic Perspectives

Text Book:

Wirtz, J., & Lovelock, C. (2023). Services marketing: People, technology, strategy (10th ed.). World Scientific Publishing.

References Books:

1. Zeithaml, V. A., Bitner, M. J., Gremler, D. D., & Pandit, A. (2021). Services marketing: Integrating customer focus across the firm (7th ed.). McGraw-Hill Education.
2. Fisk, R. P., Grove, S. J., & John, J. (2018). Interactive services marketing (4th ed.). Cengage Learning

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0606-6/0706-6

Course: Rural Marketing

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

Students will understand the dynamics of the rural economy, consumer behaviour, and marketing environment to effectively design rural marketing strategies. They will apply segmentation, targeting, and positioning concepts, focusing on agricultural inputs and rural services marketing.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Understanding of the rural economy and rural marketing environment.
2. Understanding of rural consumer buying behaviour, the consumption pattern, the need, wants of the rural consumers and ability to apply theoretical concepts in designing rural marketing research.
3. Understanding of rural market segmentation, targeting and positioning.
4. Understanding of rural marketing strategy and marketing of Agricultural inputs.
5. Understanding of rural services marketing.

Unit I: Defining Rural Markets, 4A's of Rural marketing, Rural marketing environment, Rural Economy: economic scenario in rural India, Role of Government in rural India, Recent trends in rural marketing.

Unit II: Rural Consumer Buying Behaviour Characteristics of rural consumer, Factors influencing consumer behavior, Buyer Decision Process, Key Opinion leaders, Rural Market Research: Rural Marketing Research Process, Special tools used in Rural Marketing Research.

Unit III: Segmentation, Targeting and Positioning in Rural Market, Bases for segmenting rural consumer markets, Targeting and Positioning.

Unit IV: Rural Marketing Strategy Product strategy, Pricing strategy, Distribution strategy, Communication strategy, Marketing of Agri- inputs, Seeds, Fertilizers, Pesticides & Tractors.

Unit V: Rural Services Marketing Telecommunication services, ICT services, Financial services and Health care services in rural India.

Text book

The Rural Marketing: by Pradeep Kashyap, Pearson Education Inc.

Reference Books

1. Rural Marketing Text & Cases: by CSG Krishna macharyulu & Lalita, Pearson Education
2. Rural Marketing: By Balram Dogra & Karminder Chuman, Tata McGraw Hill Education Pvt Ltd.
3. Introduction to Rural Marketing: by R. Krishnamoorthy, Himalaya Publishing House.
4. Rural Marketing Text and Cases: by U C Mathur, Excel Books

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0606-7/0706-7

**Course: Customer Relationship
Management**

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

The objective of this course is to provide students with a comprehensive understanding of Customer Relationship Management (CRM) concepts, strategies, tools, and techniques to enhance customer loyalty, satisfaction, and long-term profitability. The course aims to equip students with practical skills to manage and analyze customer relationships effectively, leveraging technology and analytics in modern business environments.

Course Outcomes:

Upon successful completion of this course, students will be able to:

1. Understand the Concept of CRM: Define CRM, its evolution, and its importance in modern business.
2. Implement CRM Strategies: Develop and apply CRM strategies, frameworks, and processes to enhance customer satisfaction and retention.
3. Leverage Technology in CRM: Identify and use CRM software and tools to manage and analyze customer relationships.
4. Analyze Customer Data: Utilize CRM analytics to measure customer behavior, segment customers, and predict customer needs.
5. Adapt to CRM Trends: Understand emerging trends in CRM such as AI, social CRM, and omnichannel strategies, and apply them to real-world business challenges.

Unit 1: Introduction to Customer Relationship Management: Definition and Evolution of CRM: From traditional marketing to customer-centric models, CRM Concepts: Customer lifecycle, value proposition, relationship marketing, Types of CRM: Operational CRM, Analytical CRM, Collaborative CRM, The Importance of CRM in Today's Business Environment: Customer acquisition, retention, and loyalty

Unit 2: CRM Framework and Strategy Implementation: CRM Framework: People, Process, and Technology, Developing a CRM Strategy: Aligning CRM with business objectives, CRM Implementation Process: Requirements gathering, system selection, integration, and training, CRM Software and Tools, Customer Segmentation Identifying and targeting key customer groups. Customization and Personalization: Adapting offerings based on customer needs and preferences, Barriers to Successful CRM Implementation: Organizational resistance, budget constraints, lack of leadership

Unit 3: Customer Engagement, Satisfaction, and Loyalty: Customer Engagement: Methods and channels for deeper customer engagement; Customer Satisfaction and its

Measurement: Surveys, feedback, and ratings; Loyalty Programs: Designing and executing effective loyalty programs, Customer Retention Strategies: Building trust and long-term relationships, Personalization and Customization: Tailoring products and services to meet individual customer needs, Customer Journey Mapping: Understanding the steps from awareness to post-purchase advocacy, Building Customer Advocacy: Turning satisfied customers into brand advocates

Unit 4: CRM Analytics and Metrics: CRM Analytics: Defining the role of data in decision-making, Key CRM Metrics: Customer Lifetime Value (CLV), Retention Rate, Customer Acquisition Cost (CAC), Churn Rate, Predictive Analytics: Using customer data to forecast future behaviour. Churn Management: Identifying causes of churn and implementing retention measures. Evaluating CRM Performance: ROI of CRM strategies.

Unit 5: Emerging Trends and Future of CRM: AI and Automation in CRM: Chatbots, AI-driven insights, automated workflows Social CRM: Integrating social media into CRM strategies, Omnichannel CRM: Ensuring a seamless customer experience across multiple touchpoints, Mobile CRM: Managing relationships through mobile platforms, CRM in B2B and B2C Settings: Adapting CRM strategies for different business models, Ethics and Privacy in CRM: Managing customer data with respect for privacy and legal compliance. Future of CRM: Integration of IoT, Blockchain, and emerging technologies in CRM

Textbook:

Customer Relationship Management: A Strategic Approach" by Jagdish N. Sheth & Rajendra S. Sisodia, TMH

Reference Books:

1. Customer Relationship Management: Concepts and Tools by Francis Buttle
2. CRM at the Speed of Light by Paul Greenberg
3. Customer Relationship Management: Concepts and Applications by K. Srinivasan.
4. Customer Relationship Management: Concepts and Cases by V. Kumar & Werner Reinartz, Wiley Publications

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0606-8/0706-8

Course: B2B & Industrial Marketing

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

Students will understand industrial and buyer markets, and apply segmentation, targeting, and positioning strategies. They will also grasp new product development, ethical marketing, distribution channels, communication methods, and pricing strategies.

Course Outcomes:

At the end of the course the student will:

1. Understanding of industrial and buyer markets and their differences.
2. Ability to devise segmentation, target and positioning of products.
3. Understanding of the process of new product development, sustainability and ethical marketing practices.
4. Understanding of various channels and personal selling.
5. Understanding of the role of various communication methods and pricing strategies and policies.

Unit I: Industrial Markets: Introduction to industrial markets, understanding industrial buying & buyer behavior, difference between consumer and industrial sales, buyer seller relationship, market opportunity identification-analysis & evaluation.

Unit II: Segmentation, Target and Positioning: Industrial marketing intelligence and marketing research, industrial market segmentation, target marketing and positioning, building brands.

Unit III: Product strategy and New Product Development: Product strategy, PLC, NPD Classification, factors, Process, Sustainability and ethical marketing practices.

Unit IV: Industrial Distribution Channels and Personal Selling: Factors affecting choice of channels, intermediaries, channel design, managing channel members; personal selling, selling process, management of sales force, development and deployment of the sales force, environmental changes impacting supply chain power.

Unit V: Industrial Communication and Pricing strategies : Industrial communication and direct marketing, managing sales promotion, Publicity, role of advertising, integrating the promotional program, customer relationship management strategies for business markets, Industrial pricing strategies and policies.

Text Book

Industrial Marketing: by Krishna K Havaladar, McGraw Hill Publication.

Reference Books

1. Industrial Marketing: by Robert R Reeder, PHI publications.
2. Negotiation Genius: by Deepak Malhotra, Harvard business School publications

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0606-9/0706-9

**Course: International & Cross-Cultural
Marketing**

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

The objective of this course is to provide students with an understanding of international marketing strategies and cross-cultural consumer behavior while emphasizing market sustainability. It explores how businesses can adapt marketing strategies across diverse global markets, navigate cultural differences, and implement sustainable practices in an increasingly interconnected world.

Course Outcomes:

After completing this course, students will be able to:

1. Understand the fundamentals of international marketing and the impact of globalization on market sustainability.
2. Analyze the role of cultural differences in consumer behavior, branding, and marketing strategies.
3. Develop sustainable international marketing strategies that align with ethical standards and corporate social responsibility (CSR).
4. Evaluate the impact of digital transformation, AI, and global e-commerce on international marketing.
5. Assess challenges and opportunities in global marketing, including regulations, trade policies, and sustainability-driven innovations.

Unit 1: Introduction to International Marketing & Market Sustainability

- Definition, scope, and importance of international marketing
- The role of globalization and market sustainability in international trade
- Sustainable development goals (SDGs) and their impact on international business
- Ethical considerations in global marketing (CSR, fair trade, and green supply chains)
- Case Study: Unilever's sustainable international marketing strategies

Unit 2: Cross-Cultural Consumer Behavior & Branding

- Understanding cultural dimensions: Hofstede's and Trompenaars' models
- Influence of cultural differences on consumer perception and buying behaviour
- Brand adaptation vs. standardization in international markets
- Strategies for cross-cultural communication and brand positioning
- Case Study: McDonald's glocalization strategy across different markets

Unit 3: Sustainable International Marketing Strategies

- Developing eco-friendly and sustainable international marketing strategies

- Green product innovation and global eco-labeling initiatives
- Sustainable supply chain management in international markets
- The role of ethical marketing and responsible consumerism
- Case Study: Tesla's sustainable brand expansion in global markets

Unit 4: Digital Transformation & AI in International Marketing

- Role of AI, big data, and analytics in global consumer insights
- Social media marketing and influencer strategies across cultures
- E-commerce and cross-border trade: Sustainability challenges and solutions
- Digital sustainability: Carbon footprint of digital marketing campaigns
- Case Study: IKEA's digital and AI-driven sustainable marketing practices

Unit 5: Challenges, Regulations & Future Trends in Global Marketing

- Global trade regulations, WTO policies, and international market entry strategies
- Ethical challenges in global marketing: Exploitation, advertising ethics, and misinformation
- Future trends: Sustainable packaging, green logistics, blockchain for ethical sourcing
- Emerging markets and the rise of sustainable marketing practices
- Case Study: Nike's sustainability-driven marketing and global expansion

Textbooks

1. Czinkota, M. R., Ronkainen, I. A., & Kotabe, M. (2022). International Marketing (11th Edition). Cengage Learning.
2. Hollensen, S. (2022). Global Marketing (9th Edition). Pearson.
3. Keegan, W. J., & Green, M. C. (2020). Global Marketing (10th Edition). Pearson.

Reference Books

1. Cateora, P. R., Gilly, M. C., & Graham, J. L. (2021). International Marketing (18th Edition). McGraw-Hill.
2. Kotabe, M., & Helsen, K. (2022). Global Marketing Management (8th Edition). Wiley.
3. De Mooij, M. (2021). Global Marketing and Advertising: Understanding Cultural Paradoxes (5th Edition). SAGE Publications.
4. Kumar, V. (2023). International Sustainable Marketing: Strategies, Trends, and Future Directions (1st Edition). Springer.

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0606-10/0706-10 Course: Marketing Analytics

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

This course equips students with data-driven marketing analytics skills, focusing on summarizing, analyzing, and forecasting sales, customer preferences, market segmentation, retail strategies, and advertising effectiveness.

Course Outcomes:

After completing this course, students will be able to:

1. Analyze marketing data using pivot tables, histograms, and statistical functions to derive insights for decision-making.
2. Evaluate pricing strategies and apply regression techniques to forecast sales and revenue trends.
3. Interpret customer preferences using conjoint analysis and logistic regression, and assess customer lifetime value for business valuation.
4. Classify customer groups using cluster analysis and classification trees to enhance market segmentation strategies.
5. Design optimized retail strategies through market basket analysis, RFM analysis, and sales forecasting from limited data.

Unit I: Summarizing Marketing Data: Slicing and Dicing Marketing Data, Analyzing Sales, Using Charts. Pivot Table, Histograms, Using Statistical Functions to Summarize Marketing Data.

Unit II: Pricing & Forecasting: Estimating Demand Curves, Price Bundling, Nonlinear Pricing, Price Skimming and Sales, Revenue Management, Forecasting Using Simple Linear Regression and Correlation, Using Multiple Regression to Forecast Sales, Special Event Forecasting, Forecasting Methods.

Unit III: What do Customers Want? Conjoint Analysis, Logistic Regression, Customer Value- Calculating Lifetime Customer Value, Using Customer Value to Value a Business, Monte Carlo Simulation, Allocating Marketing Resources between Customer Acquisition and Retention

Unit IV: Market Segmentation: Cluster Analysis, Using Classification Trees for Segmentation, Forecasting New Product Sales.

Unit V: Retailing: Market Basket Analysis, RFM Analysis and Optimizing Direct Mail Campaigns, Allocating Retail Space and Sales Resources, Forecasting Sales from Few Data Points.

Text Book

Marketing Analytics - Data Driven Techniques with Microsoft Excel: by Wayne L. Winston, Wiley.

Reference Books

1. Principles of Marketing Engineering : by Gary L. Lilien and Arvind Rangaswamy, Lightning Source Inc.
2. Business Analytics-Application to Consumer Marketing: by Andhya Kuruganti & Hindol Basu, Mc Graw Hill Education.
3. Cutting Edge Marketing Analytics: by Rajkumar Venkatesan, Paul Ferris & Ronal Wilcox, Pearson Education Inc.

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0606-11/0706-11 Course: Sustainable & Green Marketing

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

This course aims to equip students with knowledge and skills in sustainable and green marketing strategies, focusing on environmental responsibility and long-term market sustainability. It explores how businesses can align their marketing strategies with ecological, social, and ethical considerations while maintaining competitiveness and consumer trust.

Course Outcomes:

After completing this course, students will be able to:

1. Understand the fundamental concepts and importance of sustainable and green marketing in today's business environment.
2. Analyze the impact of sustainability on consumer behavior and business models.
3. Develop marketing strategies that align with corporate social responsibility (CSR), ethical branding, and environmental sustainability.
4. Evaluate the role of technology, AI, and digital transformation in driving sustainable marketing practices.
5. Assess the challenges and future trends in green marketing, including regulatory frameworks, eco-labeling, and sustainable supply chains.

Unit 1: Fundamentals of Sustainable & Green Marketing

- Definition, scope, and importance of sustainable and green marketing
- The role of sustainability in business and market competitiveness
- Key concepts: Corporate Social Responsibility (CSR), ESG (Environmental, Social, Governance), and Triple Bottom Line (TBL)
- Circular economy and sustainable product life cycle

Unit 2: Consumer Behavior & Ethical Considerations in Green Marketing

- Green consumer behavior and purchase decision-making
- Ethical considerations in green marketing: Greenwashing vs. genuine sustainability
- The psychology of eco-conscious consumers and sustainable branding
- Impact of sustainability on customer loyalty and brand trust

Unit 3: Strategies for Sustainable & Green Marketing

- Green product development and innovation
- Sustainable packaging and supply chain management
- Green pricing, positioning, and eco-labeling strategies

- Role of sustainable advertising and brand storytelling in green marketing

Unit 4: Digital Transformation & AI in Sustainable Marketing

- AI-driven sustainability marketing: Personalization, predictive analytics, and green AI solutions
- Role of social media in promoting sustainable brands
- E-commerce and sustainability: Digital carbon footprints and green business models
- Big data analytics for tracking and optimizing sustainability efforts

Unit 5: Challenges, Regulations & Future Trends in Green Marketing

- Global sustainability regulations and policies (ISO 14001, UN Sustainable Development Goals, Carbon Taxation)
- Ethical dilemmas in green marketing and corporate accountability
- Future trends: Net-zero marketing, blockchain for sustainability, regenerative branding
- Emerging sustainable business models and global best practices

Textbooks

1. Ottman, J. A. (2017). *The New Rules of Green Marketing: Strategies, Tools, and Inspiration for Sustainable Branding* (1st Edition). Berrett-Koehler Publishers.
2. Peattie, K., & Belz, F. M. (2019). *Sustainability Marketing: A Global Perspective* (3rd Edition). Wiley.
3. Grant, J. (2020). *The Green Marketing Manifesto* (2nd Edition). Wiley.

Reference Books

1. Kotler, P., & Sarkar, C. (2022). *Brand Activism: From Purpose to Action*, Wiley.
2. Martin, D., & Schouten, J. (2021). *Sustainable Marketing*, Pearson.
3. White, K., Hardisty, D. J., & Habib, R. (2022). *The Psychology of Green Marketing: Insights and Strategies for a Sustainable Future*, Routledge.
4. Jones, L. (2021). *Sustainable Branding: Strategies, Trends, and Future Directions*, Springer.

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0606-12/0706-12 Course: Digital Marketing

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

The objective of this course is to equip students with the knowledge and skills to develop, implement, and evaluate digital marketing strategies, including SEO, search & display advertising, social media marketing, mobile & email marketing, content creation, and online reputation management, to enhance brand visibility and business growth.

Course Outcomes:

Upon Successful completion of this course, the student will be able to –

1. Explain the role of Digital Marketing within the overall marketing strategy and its impact on business growth.
2. Demonstrate website optimization techniques and perform keyword analysis for enhancing search engine visibility.
3. Implement strategies to place ads on search and display networks effectively.
4. Design and execute social media marketing, mobile marketing, and email marketing campaigns for brand engagement.
5. Assess content marketing strategies and develop approaches for online reputation management (ORM) in a competitive environment.

Unit I: Introduction to Digital Marketing - Introduction, Origin & Development of Digital Marketing, Digital Marketing Strategy, Digital Marketing Plan, 3i Principles.

Unit II: Search Engine & Display Advertising: Search Engine Marketing, Display advertising, Ad formats, Digital Analytics & Key Metrics.

Unit III: Search Engine Optimization: Search Engine Optimization, Keyword & Search Term, Page ranking, Web Analytics.

Unit IV: Social Media & Mobile Marketing: Social Media Marketing - Social Media Strategy, Social Media Channels, Social Media Content, Social Media Campaigns, Social Media Analytics. Mobile Marketing -Technological change, Mobile and App based marketing, Mobile consumers, Mobile websites, Mobile Marketing Campaigns & Analytics, Video Marketing, Email Marketing.

Unit V: Content Marketing & Online Reputation Management: Content Marketing Overview - What is content, Writing Messages and Creating Content, Content Marketing Channels, Content Marketing Plan, Online Reputation Management- Social Commerce,

Word of Mouth, User- Generated Content, Social Listening. Emerging Platforms & Technologies.

Text Book:

Digital Marketing by Seema Gupta, Mc Graw Hill Publication

References Books:

1. The Art of Digital Marketing: by Ian Dodson, Wiley.
2. E-Marketing: The Essential Guide to Digital Marketing: by Rob Stokes (2010), Quirk Education.
3. Social Media Marketing: Strategies for Engaging in Facebook, Twitter & Other Social Media: by Liana Evans, Que Publishing
4. E-Marketing: by Strauss, J. and Frost, R., Pearson Education, Inc.

Syllabus for Semester VI & VII, BBA

Course Code: 25SM01TH0606-13/0706-13 Course: Product Management

L: 3 Hrs, P: 0 Hrs, per Week

Total Credits: 3

Course Objective:

Students will master fundamental product management concepts and develop data-driven strategies using Agile, Lean, and Design Thinking methodologies. They will manage the product lifecycle, analyze key metrics, and execute effective go-to-market strategies through cross-functional collaboration.

Course Outcomes:

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

1. Understand the fundamental concepts, responsibilities, and skills required for Product Management.
2. Develop data-driven product strategies using market research, customer insights, and competitive analysis.
3. Apply Agile, Lean, and Design Thinking methodologies to product development and management.
4. Effectively manage the product lifecycle, from ideation to launch and post-launch iterations.
5. Define and analyze key product metrics to evaluate performance and drive product improvements. Build and execute go-to-market (GTM) strategies while collaborating with cross-functional teams.

Unit 1: Introduction to Product Management: Fundamentals of Product Management, Role and Responsibilities of a Product Manager, Key Skills: Strategic Thinking, Problem-Solving, Communication, Product vs. Project Management
Case Studies of Successful Product Managers

Unit 2: Market Research & Product Strategy: Understanding Customer Needs and Market Gaps, Competitive Analysis and Market Positioning, Customer Segmentation and Persona Development, Product Vision and Roadmap Planning, Writing a Product Requirements Document (PRD)

Unit 3: Product Development & Agile Methodologies: Introduction to Agile, Lean, and Scrum Frameworks, Product Development Lifecycle (SDLC), Working with Engineering and Design Teams, Building MVPs (Minimum Viable Products), User Experience (UX) and Wireframing

Unit 4: Product Metrics & Data-Driven Decision Making: Key Performance Indicators (KPIs) for Products, User Engagement, Retention, and Growth Metrics, A/B Testing and

Experimentation, Product Analytics Tools (Google Analytics, Mixpanel, Amplitude) Data-Driven Product Enhancements

Unit 5: Monetization & Business Models: Different Business Models (Subscription, Freemium, Transactional), Pricing Strategies and Revenue Forecasting, Customer Acquisition, Conversion, and Retention Strategies, Growth Hacking Techniques, Case Studies of Monetization Success Stories. **Go-To-Market Strategy & Product Launch:** Developing a GTM Strategy, Managing Product Launches and Marketing Plans, Working with Sales, Customer Support, and Other Teams, Post-Launch Product Maintenance and Continuous Improvement, Scaling and Expanding Product Offerings

Reference Books:

1. Inspired: How to Create Products Customers Love by Marty Cagan, Wiley (2017)
2. The Lean Product Playbook: How to Innovate with Minimum Viable Products and Rapid Customer Feedback by Dan Olsen, Wiley (2015)
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