

**FACULTY OF COMMERCE  
&  
BUSINESS STUDIES**



**SYLLABUS**

Academic Session: 2025-26 Onwards

**Bachelor of Business Administration  
(BBA) / BBA (Honours) /  
BBA (Honours with Research)**

**Memorandum, Course Structure and Syllabus  
(OBE on Choice Based Credit System)  
(As per NEP 2020)**

**Motherhood University**

**Roorkee-Dehradun Road, Vill. - Karoundi,  
Roorkee-247667, Dist.-Haridwar (Uttarakhand) India**

## **FACULTY OF COMMERCE & BUSINESS STUDIES**

**VISION-** The vision of teaching the program is to develop globally competent, socially responsible, and innovative business leaders by fostering a multidisciplinary approach, critical thinking, and ethical values in alignment with NEP 2020. The program aims to empower students with a holistic understanding of business and research excellence for societal and economic growth.

### **MISSION-**

The mission of the BBA program is:

To equip students with foundational business knowledge, practical skills, and leadership abilities, fostering entrepreneurial and ethical decision-making for success in a dynamic global business environment.

The mission of the BBA (Honours) program is:

To provide advanced business education with a focus on specialisation and critical thinking, empowering students to excel in their chosen fields through academic rigour, industry engagement, and ethical practices.

The mission of the BBA (Honours with Research) program is:

To nurture future business leaders and scholars by integrating advanced business knowledge with research-oriented learning, promoting innovation, analytical thinking, and contributions to academic and industry advancements.

**BBA / BBA (Honours) / BBA (Honours with Research) Program Overview-** A BBA / BBA (Honours)/ BBA (Honours with Research) is an undergraduate (UG) degree program designed to provide students with a comprehensive understanding of various business and management principles. The course is ideal for individuals aspiring to pursue a career in management, business, or entrepreneurship.

**COURSE LEVEL / DURATION / SYSTEM:** Undergraduate (UG) / Three / four years / 6 or 8 Semesters with multiple entry and exit. Under the multiple entry and exit option, students may be permitted to take a break from the study during the period of study but the **total duration for completing the program shall not exceed 7 years.**

The following options will be made available to the students joining the BBA Program:

**A. One year: Under Graduate Certificate in Business Administration**

**B. Two years: Under Graduate Diploma in Business Administration**

**C. Three years: Bachelor in Business Administration (BBA)**

**D. Four years: Bachelor in Business Administration with Honours: BBA (Honours) and Bachelor in Business Administration Honours with Research: BBA (Honours with Research).**

**Minimum eligibility criteria for opting the course in the fourth year will be as follows:**

**A. BBA (Honours with Research):** Minimum 75% marks or equivalent CGPA in BBA Degree up to Sixth Semester.

**B. For BBA (Honours):** BBA Degree

**Note: The students who are eligible for BBA (Honours with Research) shall have choice to pursue either BBA (Honours) or BBA (Honours with Research).**

**A. ONE YEAR: UNDERGRADUATE CERTIFICATE IN BUSINESS ADMINISTRATION:-** An UNDERGRADUATE CERTIFICATE IN BUSINESS ADMINISTRATION will be awarded if a student wishes to exit at the end of the first year.

**Exit Criteria after the First Year of the BBA Program:** - The students shall have the option to exit after 1st year of the Business Administration Program and will be awarded a UG Certificate in Business Administration. Students on exit have to compulsorily complete an additional 04 Credits either in a Skill based subject or work-based Vocational Course (e.g. Certified Basic Tailoring Course, Certified Yoga Teacher Training, Certified Beautician Courses, Certified Cookery, Certified Animation, Certified Office Management, etc.) offered during the summer term or an Internship / Apprenticeship / Social Responsibility & Community Engagement encompassing community engagement with an NGO after the second semester of a minimum 3 or 4 weeks of duration. The exiting students will clear the subject / submit the Internship Report as per the University schedule.

**Entry Criteria into the Second Year (Third Semester):** - The student who takes an exit after one year with an award of certificate may be allowed to re-enter into the Third Semester for completion of the BBA / BBA (Honours) / BBA (Honours with Research) Program after earning the requisite credits in the first year, within 3 years and complete the degree program within the stipulated maximum period of seven years.

**B. TWO YEARS: UNDER GRADUATE DIPLOMA IN BUSINESS ADMINISTRATION:-** An UNDERGRADUATE DIPLOMA IN BUSINESS ADMINISTRATION will be awarded if a student wishes to exit at the end of the Second year.

**Exit Criteria after the Second Year of the BBA Program:** - The students shall have the option to exit after 2nd year of the Business Administration Program and will be awarded a UG Diploma in Business Administration. Students on exit have to compulsorily complete an additional 04 Credits either in a Skill based subject or work-based Vocational Course (e.g. Certified Basic Tailoring Course, Certified Yoga Teacher Training, Certified Beautician Courses, Certified Cookery, Certified Animation, Certified Office Management, etc.) offered during the summer term or an Internship/Apprenticeship/ Social Responsibility & Community Engagement encompassing community engagement with an NGO / Capstone Project after the fourth semester of minimum 6 to 8 weeks of duration as decided by Motherhood University. The exiting students will clear the subject / submit the Internship Report as per the University schedule.

**Entry Criteria into the Third Year (Fifth Semester):** - The student who takes an exit after the second year with an award of Diploma may be allowed to re-enter into the fifth Semester for completion of the BBA / BBA (Honours) / BBA (Honours with Research) Program after earning the requisite credits in the second year, within 3 years and complete the degree program within the stipulated maximum period of seven years.

**C. THREE YEARS: BACHELOR IN BUSINESS ADMINISTRATION (BBA):-**  
BACHELOR IN BUSINESS ADMINISTRATION Degree will be awarded if a student wishes to exit at the end of the third year.

**Exit Criteria after Third Year of BBA Program**

The students shall have the option to exit after 3rd year of the Business Administration Program and will be awarded with a Bachelor in Business Administration.

**Entry Criteria in the Fourth Year (Seventh Semester)**

The student who takes an exit after third year with an award of BBA may be allowed to re-enter into Seventh Semester for completion of the BBA (Honours) or BBA (Honours with Research) Program after earning requisite credits in the Third year.

**D. FOUR YEARS: BACHELOR IN BUSINESS ADMINISTRATION with HONOURS (BBA Honours) / BACHELOR IN BUSINESS ADMINISTRATION HONOURS with RESEARCH (BBA Honours with Research):-** BACHELOR IN BUSINESS ADMINISTRATION WITH HONOURS / BACHELOR IN BUSINESS ADMINISTRATION HONOURS WITH RESEARCH Degree will be awarded if a student successfully earns 160 credits and exits at the end of the fourth year.

**ELIGIBILITY FOR TAKING ADMISSION IN BBA PROGRAM:** - A Student who has passed intermediate (10+2) or equivalent examination in any discipline preferably with 50% aggregate marks or equivalent CGPA (45% marks in case of candidates belonging to reserved category) in the qualifying examination, will be eligible to take admission in the BBA.

**EVALUATION AND ASSESSMENT SYSTEM:** - There shall be a continuous assessment of the student. For this purpose, semester examination is divided into two components – Internal Examination and End-Term Semester Examination in the proportion of 30:70 respectively. Every paper/course will carry a maximum marks of 100 (70 marks for end-term semester examination and 30 marks for internal (mid-term) assessment). Mid-term examinations and end-term semester examinations would be conducted as per the academic calendar of the University. Internal Assessment will consist of two components

- i. Mid Term Exam (20marks)
- ii. Teacher Assessment and Attendance (10 marks).

Two Mid Term Examinations would be conducted in every semester of 20 marks each. A student has to appear in at least one Mid Term Examination. If a student appears in both the Mid Term Examinations, then the highest marks which he/she scores in any of the Mid Term Examinations would be recorded.

The question paper for the End – Term Semester Examination shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Questions shall be uniformly distributed from the entire syllabus. The guidelines as per the Office of the Controller of Examination and the syllabus should be strictly followed while setting the question paper.

The medium of answering the questions will be in English, however, in the courses such as ‘Vedic Management’ and ‘Management Paradigm from Bhagwad Geeta’ students would have the option to write the ‘Shlokas’ and some part of the answers in Sanskrit and Hindi as well.

## FACULTY OF COMMERCE & BUSINESS STUDIES

### PROGRAM OBJECTIVES:

<b>1</b>	To exhibit factual and theoretical knowledge of management in general and business in particular to critically evaluate and analyse Indian and global business environments with ability to apply learning in different contexts.
<b>2</b>	Learner to imagine their role as a manager, entrepreneur and a leader in a business management context and ability to integrate with their positive contribution for the national interest first and also to be a responsible global citizen.
<b>3</b>	To be an effective communicator to present opinions, ideas based on critical thinking, analysis and logical reasoning.
<b>4</b>	To nurture an ability to articulate a business environment with clarity and mindfulness.
<b>5</b>	Exhibit ability to own roles and responsibilities with commitment, as members of multi-cultural team and communities in cross-cultural contexts and diversity management.
<b>6</b>	To conduct and demonstrate professional and ethical behaviour.
<b>7</b>	To develop as an effective and emotionally intelligent leader and a decision maker who has an acumen to influence and motivate teams.
<b>8</b>	To develop an ability to solve problems and provide solutions and facilitate informed decision making.
<b>9</b>	To build research skills to cultivate an in-depth understanding of Indian and Global Business Environment.

## **PROGRAM OUTCOMES (POs):**

### **At the end of First Year: Under Graduate Certificate in Business Administration**

<b>PO1</b>	To conceptualise and appreciate theoretical knowledge of the management domain.
<b>PO2</b>	To appreciate the importance of effective communication skills in presenting opinions and ideas.
<b>PO3</b>	To nurture an ability to articulate a business environment.
<b>PO4</b>	To identify a problem with the help of data and logical thinking.

### **At the end of Second Year: Under Graduate Diploma in Business Administration**

<b>PO1</b>	To describe the theoretical domain knowledge along with the managerial skills.
<b>PO2</b>	To develop effective communication skills and logical thinking.
<b>PO3</b>	To learn and demonstrate professional conduct.
<b>PO4</b>	To appreciate the importance of group work culture.
<b>PO5</b>	To develop an ability to innovate and creative thinking.

### **At the end of Third Year: Bachelor in Business Administration (BBA)**

<b>PO1</b>	To exhibit factual and theoretical knowledge of management in general and business in particular.
<b>PO2</b>	To critically evaluate and analyze Indian and global business environments in different contexts.
<b>PO3</b>	To recognize their role as a manager, entrepreneur and a leader in a business management
<b>PO4</b>	To be an effective communicator to present opinions, ideas based on critical thinking, analysis and logical reasoning.
<b>PO5</b>	To conduct and demonstrate professional and ethical behaviour.

**At the fourth Year: Bachelor in Business Administration with Honours: BBA (Honours) and Bachelor in Business Administration Honours with Research: BBA (Honours with Research)**

<b>PO1</b>	To exhibit factual and theoretical knowledge of management in general and business in particular to critically evaluate and analyse Indian and global business environments with ability to apply learning in different contexts.
<b>PO2</b>	To nurture an ability to articulate a business environment with clarity and mindfulness.
<b>PO3</b>	To exhibit ability to own roles and responsibilities with commitment, as members of multi-cultural team and communities in cross-cultural contexts and diversity management.
<b>PO4</b>	To be an effective and emotionally intelligent leader and a decision maker who has an acumen to influence and motivate teams.
<b>PO5</b>	To develop an ability to solve problems and provide solutions and facilitate informed decision making.
<b>PO6</b>	To promote research skills to conduct in-depth study of the understanding of Indian and Global Business Environment.

**DETAILED SYLLABUS  
OF  
BACHELOR OF BUSINESS ADMINISTRATION (BBA)**

[w.e.f Academic Session 2025-26 onwards]

**SUMMARY**

<b>Program</b>		BBA / BBA (Honours)/ BBA (Honours with Research)		
<b>Duration</b>		3 / 4 -year full-time (Six / Eight Semesters)		
<b>Medium</b>		English		
<b>Total Credits</b>	SEM - I	20		
	SEM - II	20		
	SEM - III	20		
	SEM - IV	20		
	SEM - V	20		
	SEM - VI	20		
	SEM - VII	20		
	SEM - VIII	20		
	<b>TOTAL</b>	<b>160</b>		
<b>Minimum Qualifying Credits</b>	SEM - I	20		
	SEM - II	20		
	SEM - III	20		
	SEM - IV	20		
	SEM - V	20		
	SEM - VI	20		
	SEM - VII	20		
	SEM - VIII	20		
	<b>TOTAL</b>	<b>160</b>		
<b>Maximum Qualifying Total Marks</b>	<b>SEMESTER</b>	<b>BBA</b>	<b>BBA (Honours)</b>	<b>BBA (Honours with Research)</b>
	SEM - I	700	700	700
	SEM - II	700	700	700
	SEM - III	700	700	700
	SEM - IV	700	700	700
	SEM - V	500	500	500
	SEM - VI	600	600	600
	SEM - VII	-	500	500
	SEM - VIII	-	400	100
	<b>Total</b>	<b>3900</b>	<b>4800</b>	<b>4500</b>

**BBA 4 YEARS**  
**COURSE CODE & DEFINITION**

<b>S. No.</b>	<b>Course Code</b>	<b>Definitions</b>
<b>1.</b>	L	Lecture
<b>2.</b>	T	Tutorial
<b>3.</b>	P	Practical
<b>4.</b>	DSCC	Discipline-Specific Core Courses
<b>5.</b>	AEC	Ability Enhancement Courses
<b>6.</b>	MDE	Multi-disciplinary Elective
<b>7.</b>	VAC	Value Added Courses
<b>8.</b>	SEC	Skill Enhancement Courses
<b>9.</b>	DSE	Discipline Specific Elective
<b>10.</b>	OE	Open Elective

### SEMESTER & CATEGORY WISE CREDIT DISTRIBUTION:

Semester	Discipline-Specific Core Courses	Ability Enhancement Courses	Multi-Disciplinary Elective Courses	Value added Courses	Skill Enhancement Courses	Discipline Specific Elective	Total
I	12	4	2	2	-	-	20
II	12	2	2	2	2	-	20
III	12	-	2	2	4	-	20
IV	16	-	-	2	2	-	20
V	8	-	-	-	4	8	20
VI	6	-	-	-	6	8	20
<b>BBA (HONOURS)</b>							
VII	4	-	4	-	4	8	20
VIII	-	-	-	-	8	12	20
<b>BBA (HONOURS with RESEARCH)</b>							
VII	12	-	-	-	-	8	20
VIII	20	-	-	-	-	-	20

### CATEGORY-WISE DISTRIBUTION

Description	Discipline-Specific Core Courses	Ability Enhancement Courses	Multi-Disciplinary Elective Courses	Value added Courses	Skill Enhancement Courses	Discipline Specific Elective	Total
BBA	66	6	6	8	18	16	120
BBA(HONOURS)	70	6	10	8	32	36	160
BBA (HONOURS with RESEARCH)	98	6	6	8	18	24	160

<b>3 Years BBA Program</b>	<b>Total Credits = 120</b>
<b>4 Years BBA (Honours) and BBA (Honours with Research)</b>	<b>Total Credits = 160</b>

## MOTHERHOOD UNIVERSITY, ROORKEE

### BACHELOR OF BUSINESS ADMINISTRATION (BBA)- 1<sup>st</sup> SEMESTER

Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
DSCC		Principles & Practices of Management	4	0	0	4	30	70	100
		Financial Accounting	3	1	0	4	30	70	100
		Business Environment	4	0	0	4	30	70	100
MDE		Indian Knowledge System	2	0	0	2	30	70	100
AEC		Business Communication-I	2	0	0	2	30	70	100
		General English	2	0	0	2	30	70	100
VAC		Vedic Management	2	0	0	2	30	70	100
<b>TOTAL</b>			<b>19</b>	<b>1</b>	<b>0</b>	<b>20</b>	<b>210</b>	<b>490</b>	<b>700</b>

*Note- Multi-Disciplinary Elective course (MDE), Indian Knowledge System IKS as:*

*IKS-III: Indian Vision for Human Society (Vishva Kalyan through Vasudhaiva Kutumbkam) will be taught in the class as per the AICTE model curriculum.*

## MOTHERHOOD UNIVERSITY, ROORKEE

### BACHELOR OF BUSINESS ADMINISTRATION (BBA)- 2<sup>nd</sup> SEMESTER

Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
DSCC		Human Behaviour and Organisation	4	0	0	4	30	70	100
		Business Statistics	3	1	0	4	30	70	100
		Principles of Marketing	4	0	0	4	30	70	100
MDE		Basic Economics	2	0	0	2	30	70	100
AEC		Business Communication-II	2	0	0	2	30	70	100
VAC		Environmental Studies	2	0	0	2	30	70	100
SEC		Seminar & Viva- Voce				2	30	70	100
<b>TOTAL</b>			<b>17</b>	<b>1</b>	<b>0</b>	<b>20</b>	<b>210</b>	<b>490</b>	<b>700</b>

**MOTHERHOOD UNIVERSITY, ROORKEE**

**BACHELOR OF BUSINESS ADMINISTRATION (BBA)- 3<sup>rd</sup> SEMESTER**

Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
DSCC		Cost & Management Accounting	3	1	0	4	30	70	100
		Human Resource Management	4	0	0	4	30	70	100
		Operations Management	4	0	0	4	30	70	100
MDE		Intellectual Property Rights	2	0	0	2	30	70	100
SEC		Fundamentals of Computer	2	0	0	2	30	70	100
VAC		Management Paradigm from Bhagwat Geeta	2	0	0	2	30	70	100
SEC		Management Information System	2	0	0	2	30	70	100
<b>TOTAL</b>			<b>19</b>	<b>1</b>	<b>0</b>	<b>20</b>	<b>210</b>	<b>490</b>	<b>700</b>

**MOTHERHOOD UNIVERSITY, ROORKEE**

**BACHELOR OF BUSINESS ADMINISTRATION (BBA) - 4<sup>th</sup> SEMESTER**

Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
DSCC		Business Research Methodology	4	0	0	4	30	70	100
		Business Finance	3	1	0	4	30	70	100
		Managerial Economics	4	0	0	4	30	70	100
		Entrepreneurship Development	2	0	0	2	30	70	100
		International Business	2	0	0	2	30	70	100
VAC		Ethics and Responsibility	2	0	0	2	30	70	100
SEC		Comprehensive Viva-voce				2	30	70	100
<b>TOTAL</b>			<b>17</b>	<b>1</b>	<b>0</b>	<b>20</b>	<b>210</b>	<b>490</b>	<b>700</b>

*Note: - Summer Training / Internship for 6 - 8 weeks in the industry or corporate world / Research or Academic Institute shall be compulsory for all students immediately after 4<sup>th</sup> Semester Examinations. This component will be evaluated during the 5<sup>th</sup> semester in their summer training/internship report file.*

## MOTHERHOOD UNIVERSITY, ROORKEE

### BACHELOR OF BUSINESS ADMINISTRATION (BBA)- 5<sup>th</sup> SEMESTER

Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
DSCC		Business Policy & Strategy	4	0	0	4	30	70	100
		Logistics and Supply Chain Management	4	0	0	4	30	70	100
DSE		<b><u>Specialisation:</u></b> Paper-1	4	0	0	4	30	70	100
		<b><u>Specialisation:</u></b> Paper-2	4	0	0	4	30	70	100
SEC		Summer Internship & Viva-voce				4	30	70	100
<b>TOTAL</b>			<b>16</b>	<b>0</b>	<b>0</b>	<b>20</b>	<b>150</b>	<b>350</b>	<b>500</b>

*Note: Any two DSE Papers as from any one of the following Specialization Groups namely either from Marketing, HRM, Finance, Retail Marketing, International Business Management, or Business Analytics.*

*\* The work on the Dissertation File (Project Report) will start from the 5<sup>th</sup> semester on topic allotted to them or chosen by them and have to present a PPT & give a Viva-Voce on the same in the 6<sup>th</sup> semester.*

#### **DSE-1- Financial Management Group**

- F1- Banking & Insurance
- F2- Working Capital Management
- F3- Financial Institutions & Markets

#### **DSE-2 – Marketing Management Group**

- M1-Customers Relations Management
- M2-Marketing Communication & Advertising
- M3 –Digital Marketing

#### **DSE-3 - Human Resource Management Group**

- H1-Industrial Relations
- H2-Training & Development
- H3 Wages & Salary Administration

#### **DSE-4- Retail Marketing Group**

- R1- Fundamentals of Retailing
- R2- Retail Environment
- R3- Retail Technology & CRM

#### **DSE-5-International Business Management Group**

- IB1- Global Business Environment
- IB2- International Trade Policy & Strategy
- IB3- Transactional & Cross-Cultural Marketing

#### **DSE-6-Business Analytics Group**

- BA1- Introduction to Business Analytics
- BA2- Marketing Analytics
- BA3- Social Media & Web Analytics

**MOTHERHOOD UNIVERSITY, ROORKEE**  
**BACHELOR OF BUSINESS ADMINISTRATION (BBA)-6<sup>th</sup> SEMESTER**

Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
DSCC		Project Management	4	0	0	4	30	70	100
		Legal Aspects of Business	2	0	0	2	30	70	100
DSE		<b><u>Specialisation:</u></b> Paper-1	4	0	0	4	30	70	100
		<b><u>Specialisation:</u></b> Paper-2	4	0	0	4	30	70	100
SEC		Corporate Governance	2	0	0	2	30	70	100
		Project Report & viva voce [ <b>*Initiated in 5<sup>th</sup> semester</b> ]				4	30	70	100
<b>TOTAL</b>			<b>16</b>	<b>0</b>	<b>0</b>	<b>20</b>	<b>180</b>	<b>420</b>	<b>600</b>

*Any two DSE Papers are from any of the following Specialization Groups namely either from Finance, Marketing, HRM, Retail Marketing, International Business Management, or Business Analytics.*

**DSE-1- Financial Management Group**

- F1- International Financial Management
- F2- Management of Financial Services
- F3- Corporate Tax Planning & Management

**DSE-2 – Marketing Management Group**

- M1- International Marketing
- M2- Industrial Marketing
- M3- Rural Marketing

**DSE-3- Human Resource Management Group**

- H1- Human Resource Planning & Development
- H2- Performance Appraisal & Compensation Management
- H3- Social Security & Labour Welfare

**DSE-4- Retail Marketing Group**

- R1- Retail Supply Chain Management
- R2- Mall Management
- R3- Retail Store Operations & Management

**DSE-5- International Business Management Group**

- IB1- International Distribution & Supply Chain Management
- IB2- International Accounting & Reporting System
- IB3- International Joint Ventures, Mergers & Acquisition

**DSE-6-Business Analytics Group**

- BA1- Finance Analytics
- BA2- HR Analytics
- BA3- Data Visualization using tableau / Powerbi

**MOTHERHOOD UNIVERSITY, ROORKEE**  
**BBA (Honours) - 7<sup>th</sup> SEMESTER**

Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
OE (MDE)		AI for Business/ Diversity, Equity and Inclusion/ Digital Ethnography and Online Communities/ Cyber Security	4	0	0	4	30	70	100
DSCC		Entrepreneurial Leadership	4	0	0	4	30	70	100
DSE		<b>Specialisation:</b> Paper-1	4	0	0	4	30	70	100
		<b>Specialisation:</b> Paper-2	4	0	0	4	30	70	100
SEC		Summer Internship & Viva-voce - II				4	30	70	100
<b>TOTAL</b>			<b>16</b>	<b>0</b>	<b>0</b>	<b>20</b>	<b>150</b>	<b>350</b>	<b>500</b>

*Note: - Summer Training / Internship for 6 - 8 weeks in the industry or corporate world / Research or Academic Institute shall be compulsory for all students immediately after 6th Semester Examinations for those students who will opt for BBA (Honours). This component will be evaluated during the 7th semester in their summer training/internship Viva Voce.*

*\*Also the work on the Dissertation File will start from the 7th semester on topic allotted to them or chosen by them and have to present a PPT & give a Viva-Voce on the same in the 8th semester*

*Any two DSE Papers are from any of the following Specialization Groups namely either from Finance, Marketing, HRM, Retail Marketing, International Business Management, or Business Analytics.*

**DSE-1- Financial Management Group**

- F1- Investment Analysis & Portfolio Management
- F2- Financial Planning
- F3- Business Analysis & Valuation

**DSE-2 – Marketing Management Group**

- M1- Consumer Behaviour
- M2- B2B Marketing
- M3- Marketing Analytics

**DSE-3- Human Resource Management Group**

- H1- HRD –Systems & Strategies
- H2- Change Management and Organizational Development
- H3- Negotiation Skills

**DSE-4- Retail Marketing Group**

- R1- Retail Strategy
- R2- Retail Theory & Practices
- R3- Electronic Retailing

**DSE-5- International Business Management Group**

- IB1- Supply Chain Analytics
- IB2- EXIM Policy & Documentation
- IB3- International Accounting & Reporting System

**DSE-6- Business Analytics Group**

- BA1- Ethics in Data Analytics
- BA2- Basics of Data Management

- BA3- Decision-Making with Analytics

## MOTHERHOOD UNIVERSITY, ROORKEE

### BBA (Honours) - 8<sup>th</sup> SEMESTER

Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
DSE		<b><u>Specialisation:</u></b> Paper-1	4	0	0	4	30	70	100
		<b><u>Specialisation:</u></b> Paper-2	4	0	0	4	30	70	100
		<b><u>Specialisation:</u></b> Paper-3	4	0	0	4	30	70	100
SEC		Dissertation Report & Viva-Voce [ <b>*Initiated in 7<sup>th</sup> semester</b> ]				8	30	70	100
<b>TOTAL</b>			<b>12</b>	<b>0</b>	<b>0</b>	<b>20</b>	<b>120</b>	<b>280</b>	<b>400</b>

*Any two DSE Papers are from any of the following Specialization Groups namely either from Finance, Marketing, HRM, Retail Marketing, International Business Management, or Business Analytics.*

#### **DSE-1- Financial Management Group**

- F1- Behavioral Finance
- F2- Strategic Corporate Finance
- F3- Direct Tax
- F4- Sustainable Finance

#### **DSE-2 – Marketing Management Group**

- M1- Marketing of Services
- M2- Brand Management
- M3- Marketing Research
- M4- Sales & Distribution Management

#### **DSE-3- Human Resource Management Group**

- H1- Cross Culture HRM
- H2- Team Building in the organizations
- H3- Employee Life Cycle Management
- H4- HR Analytics

#### **DSE-4- Retail Marketing Group**

- R1- Retail Accounting & Cash Management
- R2- Retail Analytics
- R3- e-Retail & Omni Channel Retail
- R4- Retail Marketing Strategies

#### **DSE-5- International Business Management Group**

- IB1- Export-Import Management
- IB2- International Finance
- IB3- Foreign Direct Investment (FDI) and Multinational Corporations (MNCs)
- IB4- Sustainable Practices in International Business

#### **DSE-6- Business Analytics Group**

- BA1- Role of Analytics in E-Business
- BA2-Supply Chain Analytics
- BA3- Introduction to Statistical Concepts for Business Analytics

- BA4- Data Analytics using R/Python

**MOTHERHOOD UNIVERSITY, ROORKEE**  
**BBA (Honours with Research) - 7<sup>th</sup> SEMESTER**

Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
DSCC		Advanced Data Analysis Tools	2	0	4	4	30	70	100
		Advanced Research Methodology	2	0	4	4	30	70	100
DSE		<b><u>Specialisation:</u></b> Paper-1	4	0	0	4	30	70	100
		<b><u>Specialisation:</u></b> Paper-2	4	0	0	4	30	70	100
SEC		Research Internship Report & Viva-voce				4	30	70	100
<b>TOTAL</b>			<b>12</b>	<b>0</b>	<b>8</b>	<b>20</b>	<b>150</b>	<b>350</b>	<b>500</b>

*Note: - Research Internship for 6 - 8 weeks in the industry or corporate world / Research or Academic Institute shall be compulsory for all students immediately after 6th Semester Examinations for those students who will opt for BBA (Honours with Research). This component will be evaluated during the 7th semester in their Research internship Viva Voce.*

*\*Also the work on the Dissertation File will start from the 7th semester on topic allotted to them or chosen by them and have to present a PPT & give a Viva-Voce on the same in the 8th semester*

*Any two DSE Papers are from any of the following Specialization Groups namely either from Finance, Marketing, HRM, Retail Marketing, International Business Management or Business Analytics.*

**DSE-1- Financial Management Group**

- F1- Investment Analysis & Portfolio Management
- F2- Financial Planning
- F3- Business Analysis & Valuation

**DSE-2 – Marketing Management Group**

- M1- Consumer Behaviour
- M2- B2B Marketing
- M3- Marketing Analytics

**DSE-3- Human Resource Management Group**

- H1- HRD –Systems & Strategies
- H2- Change Management and Organizational Development
- H3- Negotiation Skills

**DSE-4- Retail Marketing Group**

- R1- Retail Strategy
- R2- Retail Theory & Practices
- R3- Electronic Retailing

**DSE-5- International Business Management Group**

- IB1- Supply Chain Analytics
- IB2- EXIM Policy & Documentation
- IB3- International Accounting & Reporting System

**DSE-6- Business Analytics Group**

- BA1- Ethics in Data Analytics
- BA2- Basics of Data Management

➤ BA3- Decision-Making with Analytics

## MOTHERHOOD UNIVERSITY, ROORKEE

### BBA Honours with Research- 8<sup>th</sup> SEMESTER

Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
SEC		Dissertation [For Research Track]*				20	30	70	100
<b>TOTAL</b>						<b>20</b>	<b>30</b>	<b>70</b>	<b>100</b>

- ❖ *The Dissertation work will start from the beginning of fourth year of BBA (Honours with Research) Program.*
- ❖ *Students of Fourth Year shall be assessed for Project Work and Research Internship Report & Viva –Voice and Dissertation (For Research Track).*

## BACHELOR OF BUSINESS ADMINISTRATION (BBA)

### 1<sup>st</sup> SEMESTER

Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
DSCC		Principles & Practices of Management	4	0	0	4	30	70	100
		Financial Accounting	3	1	0	4	30	70	100
		Business Environment	4	0	0	4	30	70	100
MDE		Indian Knowledge System	2	0	0	2	30	70	100
AEC		Business Communication-I	2	0	0	2	30	70	100
		General English	2	0	0	2	30	70	100
VAC		Vedic Management	2	0	0	2	30	70	100
<b>TOTAL</b>			<b>19</b>	<b>1</b>	<b>0</b>	<b>20</b>	<b>210</b>	<b>490</b>	<b>700</b>

*Note- Multi-Disciplinary Elective course (MDE), Indian Knowledge System IKS as:*

*IKS-III: Indian Vision for Human Society (Vishva Kalyan through Vasudhaiva Kutumbkam) will be taught in the class as per the AICTE model curriculum.*

<b>BBA I<sup>st</sup> Year</b>	<b>(Code-----)</b>		<b>Semester-I</b>		
	<b>PRINCIPLES &amp; PRACTICES OF MANAGEMENT</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** This course aims to provide students with a comprehensive understanding of the fundamental principles and practices of management. It explores the evolution of management thought, the key functions of management planning, organizing, staffing, directing, and controlling and the importance of leadership and motivation. By examining various management theories and practical approaches, the course prepares students to effectively manage and lead within diverse organizational settings.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Define the roles and responsibilities associated with managerial functions.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand</b>
<b>CO2</b>	Compare and contrast different management theories and their effectiveness in various organizational contexts.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand</b>
<b>CO3</b>	Design a management strategy for a hypothetical or real organization using a mix of management theories and practices.	<b>PO.2, PO.3, PO.4</b>	<b>Remember, Understand, Apply</b>
<b>CO4</b>	Propose innovative management solutions to enhance efficiency and effectiveness in given business scenarios.	<b>PO.3, PO.4</b>	<b>Remember, Understand, Apply</b>
<b>CO5</b>	Develop skills in strategic planning, decision-making, and leadership.	<b>PO.1, PO.2 PO.3, PO.4</b>	<b>Remember, Understand, Apply</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction:** Nature and Purpose, Management: Science or Art. The Evolution of Management Thoughts-Classical and Neoclassical System, Contingency Approach; Scientific Management, The Function of Management: Planning, Organizing, Staffing, Directing and controlling: an overview. Coordination: The Essence of Management, System Approach to Management Process. **(10 hours)**
- **UNIT II- Planning & Organizing:** Concepts, Types, Importance of Planning. Objective or Goals, Strategies, Policies, Procedure, Rules Programmes and Budgets, Steps in Planning. Management by Objectives. Strategies, Policies and Planning Premises, Strategic Planning Process, Presuming and Forecasting, Decision Making. Nature and Concepts of Organizing, its importance. Formal an Informal Organization, Organization Levels and the Span of Management. Structure and Process of Organization. Principles of Organizing, Line and Staff Authority. Empowerment, Centralization & Decentralization of Authority, Delegation of Authority and Responsibility, Organizational Charts. **(10 Hours)**
- **UNIT III- Staffing, Directing & Controlling:** Staffing: Definition, overview, importance, system approach, recruitment, selection, placement, promotion, separation, performance appraisal. Directing: Meaning, nature, scope, importance, principles and supervision. Controlling: Concepts, process functions, types, importance, span of control, theories, feedback, effective control requirements, budgetary and non-budgetary control device **(10 Hours)**
- **UNIT IV- Leading and Motivation:** Leadership: Definition, Types, Styles, Features, Importance and Qualities of a Good Leader. Theories of Leadership- Trait Theory of Leadership, Behaviourial Theories, Contingency Theories of Leadership, Goal Setting Theory. Motivation: Concept, Importance and Need of Motivation. Process Theories- Maslow Hierarchy of Needs Theory, Herzberg's Motivation-Hygiene Theory, Expectancy Theory, and Equity Theory, Hawthorne effect. **(10 Hours)**
- **UNIT V- Strategic Management, Ethics and Social Responsibility**  
Overview of strategic management, SWOT analysis and strategic formulation, Implementing and evaluating strategies. Ethical issues in management, Corporate social responsibility (CSR), Sustainable management practices. **(8 Hours)**

## SUGGESTED READINGS

- Koontz, H., & Weihrich, H. (2022). *Essentials of Management: An International, Innovation, and Leadership Perspective* (10th ed.). Tata McGraw-Hill Education.
- Prasad, L. M. (2020). *Principles and Practice of Management* (9th ed.). Sultan Chand & Sons.
- Reddy, P. N., & Appannaiah, H. R. (2021). *Essentials of Management* (4th ed.). Himalaya Publishing House.
- Gupta, R. N., & Sharma, B. (2022). *Management Principles and Practices* (1st ed.). Kalyani Publishers.
- Griffin, R. W. (2022). *Fundamentals of Management* (10th ed.). Cengage Learning.

<b>BBA I<sup>st</sup> Year</b>	<b>(Code- -----)</b>		<b>Semester-I</b>		
	<b>FINANCIAL ACCOUNTING</b>		<b>L-3, T-1, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The course objective is to explore financial accounting concepts and techniques for various business transactions. It aims to cover issues related to assets, liabilities, and financial statements, helping students use accounting information to solve managerial problems and evaluate financial performance.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Identify and combine practice and theoretical knowledge of financial accounting.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand</b>
<b>CO2</b>	Summarize emerging trends in financial accounting as active learners in this course.	<b>PO.1, PO.2, PO.3, PO.4,</b>	<b>Remember, Understand</b>
<b>CO3</b>	Illustrate decision-making skills to students in the context of financial analysis through the course.	<b>PO.1, PO.2 PO.3, PO.4</b>	<b>Remember, Understand, Apply</b>
<b>CO4</b>	Apply the knowledge of systematic maintenance of books of accounts to real life business.	<b>PO.2, PO.3, PO.4</b>	<b>Remember, Understand, Apply</b>
<b>CO5</b>	Estimate Annual Financial statements of Sole proprietorship and Company form of business.	<b>PO.3, PO.4</b>	<b>Remember, Understand, Apply, Analyze</b>

## DETAILED SYLLABUS:

- **UNIT I- An Introduction to Accounting:** Meaning and scope of accounting and book-keeping. Objectives and importance of accounting, the users of financial accounting information and their needs. Qualitative characteristics, functions, advantages and limitations of accounting. Financial accounting principles– Basic concepts and conventions, types of account, rules of accounting. Financial accounting standards: Procedure for issuing accounting standards in India. Indian accounting Standard (Ind-AS). International Financial Reporting Standard (IFRS)- Need and Procedures. **(8 Hours)**
- **UNIT II- Basic Accounting Procedures:** Introduction to accounting cycle. Journal Entries- Numerical, Ledger Posting- Numerical, Trial Balance- Numerical, Rectification of errors- Concept & Numerical. From recording of a business transaction to preparation of trial balance including adjustments. Numerical thereon. **(10 Hours)**
- **UNIT III- Depreciation & Inventory Control:** Depreciations- meaning, types, needs. Numerical on depreciation and its various types. Inventory Control- meaning, types, needs. Numerical on methods of inventory control. **(10 Hours)**
- **UNIT IV- Final Accounts:** Meaning and need of final accounts. Preparation of Final Accounts- Trading Account, Profit & Loss Account and Balance Sheet- Need and Preparations of balance sheet of a sole proprietor. Numerical thereon. **(10 Hours)**
- **UNIT V-Company Final Accounts:** Introduction to company – kinds, share capital, issue of shares, schedules to accounts, Financial statements as per Companies Act- 2013, Provisions as to Preparation of Financial Statements, Preparation of Income statement and Balance sheet (horizontal and Vertical). Green Accounting and Sustainable Reporting- Need and objectives, Sustainability reporting need and methods. **(10 Hours)**

## SUGGESTED READINGS:

- Tulsian, P. C. (2021). *Financial Accounting* (5th ed.). Pearson Education India.
- Jain, S. P., & Narang, K. L. (2022). *Advanced Accountancy: Vol. 1* (20th ed.). Kalyani Publishers.
- Gupta, R. L., & Radhaswamy, M. (2021). *Financial Accounting: Volume 1* (12th ed.). Sultan Chand & Sons.
- Libby, R., Libby, P. A., & Hodge, F. (2022). *Financial Accounting (11th ed.)*. McGraw-Hill Education.
- Maheshwari, S. N., & Maheshwari, S. K. (2022). *An Introduction to Accountancy* (12th ed.). Vikas Publishing House.
- Sharma P., Bhalla K., Edition 7th (2023), *Financial Reporting*, New Delhi: Taxmann Publication.
- Narayanaswamy, R. Edition 7th (2022). *Financial Accounting: A Managerial Perspective*. New Delhi: PHI Learning Pvt. Ltd

<b>BBA</b> <b>I<sup>st</sup> Year</b>	<b>(Code- -----)</b>		<b>Semester-I</b>		
	<b>BUSINESS ENVIRONMENT</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The course objective is to develop an understanding of the diverse components of the business environment and examine the costs and benefits of globalization. They will also analyze the economics of regional trading blocs, multilateralism, and different exchange rate regimes, assessing their respective advantages and disadvantages.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Explain the concept of the various constituents of the environment and their impact on Businesses.	<b>PO.1, PO.3</b>	<b>Remember, Understand,</b>
<b>CO2</b>	Develops an understanding of economic systems, policies, and their business impact.	<b>PO.1, PO.3, PO.4</b>	<b>Remember, Understand</b>
<b>CO3</b>	Examine the various technological, political, social, and other components of environmental analysis.	<b>PO.3, PO.4</b>	<b>Remember, Understand, Apply</b>
<b>CO4</b>	Outline the various essential techniques for environmental analysis.	<b>PO.3, PO.4</b>	<b>Remember, Understand, Apply</b>
<b>CO5</b>	Demonstrate employable and deployable skills for appropriate roles in analyzing the business environment.	<b>PO.2, PO.3, PO.4</b>	<b>Remember, Understand, Apply</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction:** Concept, Significance and Nature of Business Environment. Types of environment- Internal and External environments, Nature and Structure of Economy, Techniques for Environment Analysis, Approaches and Significance of Environment Forecasting. **(10 Hours)**
- **UNIT II- Economic Environment:** Economic Environment History of Economic Systems, Market, Planned and Mixed Economy, Planning in India: Emergence and Objective; Planning Monetary Policy, Fiscal Policy. Union Budget as an instrument of growth and its Impact on Business, Industrial Policy: Meaning Objective and Recent Development in New Economics Policy (1991) and its Impact on Business. **(10 Hours)**
- **UNIT III- Political Environment:** Political-Legal Environment-meaning and features, Relationship between Business and Government, Economics, Planning, Regulatory, Promotional and Entrepreneurial Roles of Government, Constitutional Provisions affecting Business. An overview of major laws affecting business, Consumerism, Social Responsibility of Business. Monopoly and Restrictive Trade Practices (MRTP) Act, Foreign Exchange Management Act (FEMA). **(10 Hours)**
- **UNIT IV- Technological Environment:** Meaning, features, influencing factors, role, and impact on business. Transfer of technology: channels, methods, significance, limitations. Demographic and Socio-Cultural Environment: Population size, falling birth rate, changing age structure, impact on business, business and society, business and culture, culture and organizational behavior. **(10 Hours)**
- **UNIT V- Global Environment:** Introduction to Globalisation, Foreign Investment and Trade Regulation Foreign Direct Investment, Foreign Institutional Investment, WTO and India: an overview, Regulation of Foreign Trade, Contributions of Public Sector Units in India. **(8 Hours)**

## SUGGESTED READINGS:

- Cherunilam, Francis (2017). *"Business Environment."* 1st ed. Himalaya Publishing House.
- Aswathappa, K. (2018). *"Business Environment and Strategic Management."* 1st ed. Himalaya Publishing House.
- Paul, J. (2020). *Business Environment: Text and Cases* (4th ed.). McGraw-Hill Education India.
- Cherunilam, F. (2023). *Business Environment: Text and Cases* (30th ed.). Himalaya Publishing House.
- Aswathappa, K. (2021). *Essentials of Business Environment* (15th ed.). Himalaya Publishing House.

<b>BBA I<sup>st</sup> Year</b>	<b>(Code- -----)</b>		<b>Semester-I</b>		
	<b>INDIAN KNOWLEDGE SYSTEM (IKS)</b>		<b>L-2, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	02	24

**Note- Multi-Disciplinary Elective course (MDE), Indian Knowledge System IKS-III as: IKS-III: Indian Vision for Human Society (Vishva Kalyan through Vasudhaiva Kutumbkam)**

**Course Objectives:** To help the learner to understand the concept of “Vasudhaiva kutumbkam” and its realization process as an base for the development of vision for a humane society. To help to identify the universality in humans and its coexistence in existence. To introduce the sense of responsibility, duties and participation of individual for establishment of fearless society.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Help the learner to understand the concept of “Vasudhaiva kutumbkam” and its realization process as an base for the development of vision for a humane society.	<b>PO.3</b>	<b>Remember, Understand</b>
<b>CO2</b>	Help to identify the universality in humans and its coexistence in existence.	<b>PO.3</b>	<b>Remember, Understand</b>
<b>CO3</b>	Introduce the sense of responsibility, duties and participation of individual for establishment of fearless society.	<b>PO.3</b>	<b>Remember, Understand</b>
<b>CO4</b>	Students will gain a deep understanding of ancient Indian concepts, enabling them to lead a disciplined, ethical, and purposeful life while contributing positively to society.	<b>PO.3</b>	<b>Remember, Understand</b>
<b>CO5</b>	Encourage the application of ancient wisdom to address modern societal challenges.	<b>PO.3</b>	<b>Remember, Understand, Apply</b>

## DETAILED SYLLABUS:

- **UNIT I- The world view & Vision of Human Society:** The concept of non-duality of Prakriti (Jad) and Purush (Chetana), human as coexistence of Jad & Chetan, Panchamahabhutas, the root of sorrow and suffering, freedom from sorrow, salvation, eternal peace truth (vyaharika satya), ultimate truth. The acceptance of various systems of philosophy for realization of truth and complementariness in society in ancient Indian system. **(4 Hours)**
- **UNIT II- Aspiration and Purpose of Individual and Human Society:** Aims of Human life; at individual level and societal level. At societal level; Four purusarthas Dharma, Artha, Kama, Moksha. Individual level; Abhyudaya (progress), Nihisreyasa (perfection) Pravrtti, Nivrtti. Dharma; Dharma sutras (Gautama, apastamba, baudhayana, vasistha). Dharma-Shastra; (manusmriti, naradamrti, visnumrti, yajnavalkya smriti) sociology, different stages of life like student hood, house holdership, retirement and renunciation, rites and duties, judicial matters, and personal laws (Aachara, Vyavahara, Prayaschitta). Artha; Kautliya Arthashastra, Kamandakiya Nitisara, Brihasp. **(5 Hours)**
- **UNIT III- Program for Ensuring Human Purpose: at Individual and Societal level-I:** Fundamental concept of Nitishastra: Satyanishtha Aur Abhiruchi (Ethics, Integrity & aptitude). The true nature of self; Shiksha Valli, Bhrigu Valli (concept of Atman-Brahman (self, soul). The true constitution of Human: Ananda Valli (Annamaya Kosha, Pranamaya Kosha, Manomaya Kosha, Vijnanamaya Kosha, Anandamaya Kosha). The four states of consciousness (Waking state, Dreaming state, Deep Sleep State, Turiya the fourth state), Consciousness (seven limbs and nineteen mouths), Prajna, Awareness. The LifeForce Prana (Praana-Apaana-Vyaana-Udaana- Samaana) . **(5 Hours)**
- **UNIT IV- Program for Ensuring Human Purpose: at Individual and Societal level-II:** Differentiating Vidya and Avidya, human bondages, Higher and Lower Knowledge (Para Vidhya & Apara Vidhya). Concept of Sattva, Rajas, Tamas and need of balancing the same, Patanjali yog sutra; Yama, Niyama, Asanas, pranayams, pratyahara, dharna, dhyana, Samadhi, Sixteen category of padartha, pramans (pratyaksh, anumana, upamana, shabda). Saadhana chatushtayam (viveka, vairagya, mumukshatavam, shadsampathi (sama, dama, uparama, titiksha, shradha, samadhana), Understanding Nitya karma, Naimittika Karma, Kamya karma, prayaschitta karma, Nishidha Karma. Meditation and Progressive meditation (Narada's education), Ativadin to self-knowledge, Jyan yog, Karma yog, sanyasyog in aspect to harmonious practice in society. **(6 Hours)**
- **UNIT V- Practices for Ensuring Human Purpose-III:** Practice in philosophy, architecture, grammar, mathematics, astronomy, metrics, sociology, economy and polity, ethics, geography, logic, military science, weaponry, agriculture, mining, trade and commerce, metallurgy, shipbuilding, medicine, poetics, biology and veterinary science. **(4 Hours)**

## REFERENCES:

- Maharaj swami chidatmanjee, Edition 1st (2009) *Ancient Indian Society*, New Delhi: Anmol publication, India.
- Manerjee S. C., Edition 1st (2007) *Society in Ancient India: Evolution Since the Vedic Times Based on Sanskrit, Pali, Pakrit and Other Classical Sources: No. 1* (Reconstructing Indian History and Culture), New Delhi: DK printing, India
- Rao, N. 1970. *The Four Values in Indian Philosophy and Culture*. Mysore: University of Mysore.
- Chakraborti, K. 2001. *Religious Process: The Puranas and the Making of Regional Tradition*, Delhi, OUP.
- Kuhn, T. 1970. *The Structure of Scientific Revolutions*, (2nd ed.). University of Chicago Press, USA.
- Keith, A. (1925). *The religion and philosophy of the Veda and Upanishads* Delhi: Motilal Banarsidass Publishers.
- Shendge, M. (1977). *The civilized demons. The Harappans in R̥gveda*. New Delhi: Abhinav Publications
- Kane, P. 1941. *History of Dharmashastra*. Vol II, Part I. Poona: Bhandarkar Oriental Research Institute.
- Keith A.B. Edition 1st (2007), *The Religion and Philosophy of the Veda and Upanishads*. Delhi: Motilal Banarsidass.
- Parpola, A. 2007. 'Human Sacrifice in India in Vedic Times and Before', Chapter VIII, in *The Strange World of Human Sacrifice*, ed., J. Bremmer. Leuven, Belgium: Peeters.
- Mahadevan B., Pavana N. and Bhat V.R., Edition 1st (2022) *Textbook on IKS*, IIM Bengaluru.
- Kapur K and Singh A K (Eds) 2005). *Indian Knowledge Systems*, Vol. 1. Indian Institute of Advanced Study, Shimla. Tatvabodh of sankaracharya, Centralchinmay mission trust, Bombay, 1995.

<b>BBA I<sup>st</sup> Year</b>	<b>(Code- -----)</b>		<b>Semester-I</b>		
	<b>BUSINESS COMMUNICATION-I</b>		<b>L-2, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	02	24

**Course Objectives:** This course aims to develop awareness of the complexity of the communication process and understanding of various types of communication barriers, resolving them professionally. It also focuses on developing proficiency in various communication modes, language skills, letter writing, effective use of electronic media, and workplace communication.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Able to match the communication skills development in professional life.	<b>PO.1, PO.2</b>	<b>Remember, Understand</b>
<b>CO2</b>	Interpret all communication barriers and learn to restate it in practical professional scenario	<b>PO.1, PO.2</b>	<b>Remember, Understand</b>
<b>CO3</b>	Understand how to use modern and electronic media as communication tools	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand</b>
<b>CO4</b>	Analyze and improve writing skills focusing on both business and personal contexts.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO5</b>	Formulate ways to gain comprehensive confidence in the workplace.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand, Apply</b>

## DETAILED SYLLABUS:

- **UNIT I- Theory of Communication:** Communication Meaning, definition, process, need, feedback, emergence in corporate and global contexts, impact of technology, 7C's of communication. Channels of Communication: Formal and informal—vertical, horizontal, diagonal, grapevine. **(6 Hours)**
- **UNIT II- Business Communication- Methods, Language, Listening:** Methods Verbal and nonverbal, characteristics of each, business etiquette, public speaking, interview skills, group discussions, body language, seminars, conferences. Language: Business vocabulary, building vocabulary through business news and magazines. Listening: Meaning, types, importance, poor listening habits & reasons for poor listening. **(4 Hours)**
- **UNIT III-Business Communication Barriers:** Introduction, Types of Communication Barriers-Physical / Semantic / Linguistic / Socio-Cultural /Psychological. Ways to Overcome the Barriers to Communication Process- Speaking and Listening. **(4 Hours)**
- **UNIT IV- Business Report Writings:** Introduction- Effective Business Writings, Types and Features; Use of Technology for Communication, Effective IT communication tools- Electronic mail: advantages, safety and smartness in writing email, E-mail etiquettes; Use, SMS; Teleconferencing, Video Conferencing; Business letter writing, sales letter, purchasing order, Minutes of meeting; Statement of Purpose, Job Application Letter and Resume. **(6 Hours)**
- **UNIT V- Business and Social Etiquette:** Workplace hierarchy, proper way to make introductions, Use of courteous phrases & language in the workplace. Professional Image: appropriate business attire; Telephone Etiquette; Table etiquette. **(4 Hours)**

## SUGGESTED READINGS:

- Chaturvedi, P. D., & Chaturvedi, M. (2020). *Business Communication: Concepts, Cases and Applications* (3rd ed.). Pearson India.
- Rai, U., & Rai, S. M. (2021). *Business Communication* (2nd ed.). Himalaya Publishing House.
- Raman, M., & Singh, P. (2021). *Business Communication* (2nd ed.). Oxford University Press India.
- Kaul, A. (2021). *Effective Business Communication* (3rd ed.). Prentice Hall India.
- Guffey, M. E., & Loewy, D. (2022). *Essentials of Business Communication* (11th ed.). Cengage Learning.

## REFLECTIVE EXERCISES AND CASES:

- Preparing on curriculum vitae/resume and cover letter
- Reading of annual reports

<b>BBA</b> <b>I<sup>st</sup> Year</b>	<b>(Code-..... )</b>		<b>Semester-I</b>		
	<b>GENERAL ENGLISH</b>		<b>L-2, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	02	24

**Course Objectives:** The objective of this course for students is to acquire a wide vocabulary, an understanding of grammar and knowledge of linguistic conventions for reading, writing and spoken language. To assist the students to carry on the tasks and activities through guided instructions and materials. To effectively integrate English language learning with employability skills and training.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Develops verbal and written skills for professional and academic success.	<b>PO.2, PO.3</b>	<b>Remember, Understand</b>
<b>CO2</b>	Prepares students for multinational careers and cross-cultural communication.	<b>PO.2, PO.3</b>	<b>Remember, Understand</b>
<b>CO3</b>	Students can express their thoughts and opinions more effectively.	<b>PO.2, PO.3</b>	<b>Remember, Understand, Apply</b>
<b>CO4</b>	Builds self-assurance and interpersonal skills for leadership roles.	<b>PO.2, PO.3</b>	<b>Remember, Understand, Apply</b>
<b>CO5</b>	Enhances resume writing, interview performance, and networking abilities.	<b>PO.2, PO.3</b>	<b>Remember, Understand, Apply</b>

## DETAILED SYLLABUS:

- **UNIT I- Vocabulary Building:** The concept of Word Formation, Root words from foreign languages and their use in English, Acquaintance with prefixes and suffixes from foreign languages in English to form derivatives, Synonyms, antonyms, and standard abbreviations. Phonetic Symbols- helps to pronounce efficiently or used for better communication. Primary and Secondary Stresses- use of syllable and its types. **(4 Hours)**
- **UNIT II- Basic Writing Skills:** Sentence Structures, Use of phrases and clauses in sentences, Importance of proper punctuation, Creating coherence, Organizing principles of paragraphs in documents, Techniques for writing precisely. **(4 Hours)**
- **UNIT III- Use of Grammar:** Use of Preposition. Verb, Time and Tenses- types and its uses. Use of Articles; Parts of Speech. Direct and Indirect Narrations. Sentence and its Types. **(6 Hours)**
- **UNIT IV- Identifying Common Errors in Writing:** Subject-verb agreement, Noun-pronoun agreement, Misplaced modifiers, Articles, Prepositions, Redundancies, Mistakes in Vocabulary. **(4 Hours)**
- **UNIT V- Reading & Writing Skills:** Writing introduction and conclusion; Writing Practices- Comprehensions; Essay Writing, Paragraph writing; Report-writings- Business and Scientific; Precise Writing; Letter writings- Formal Letters- (letters of application with CV, letters to institutions etc) and Informal Letters. **(6 Hours)**

## SUGGESTED READINGS:

- Kumar K B, Edition 1st (2018) *Effective Communication Skills.*, New Delhi: Khanna Book Publishing
- Swan M., Edition 4th (2016), *Practical English Usage. England:* Oxford University Press.
- Wood F.T., Edition 1st (2016) *Remedial English Grammar.* New York: Macmillan.
- Kumar S. and PushpLata, Edition 2nd (2015) *Communication Skills.* New Delhi: Oxford University Press.
- Daniel Jones (2011) *English Pronouncing Dictionary, Cambridge University Press,* Edition-18
- Frederick T. Wood, *Remedial English Grammar,* Macmillan Education, New Delhi
- Bhatnagar & Bell, *Communication in English,* Orient Longman Private Limited.
- M.L. Tickoo (2015). *Current English for Language Skills,* Laxmi Publications, Edition-First
- Norman Lewis (2014), *Word Power Made Easy,* Anchor Books.

<b>BBA 1<sup>st</sup> Year</b>	<b>(Code- -----)</b>		<b>Semester-I</b>		
	<b>VEDIC MANAGEMENT</b>		<b>L-2, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	02	24

**Course Objectives:** This course aims to provide the basic information Vedic Management and gain the knowledge on different dynamics of business ethics. This course explores the qualities of the great Indian scholars and understanding the relation between customer and business owner.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Gain knowledge about the Vedic India and Vedic Management.	<b>PO.1, PO.3</b>	<b>Remember, Understand</b>
<b>CO2</b>	Understand the basic business ethics and etiquette by Indian books.	<b>PO.1, PO.3</b>	<b>Remember, Understand</b>
<b>CO3</b>	It will help to polish their management qualities by understanding great Indian scholars.	<b>PO.1, PO.3, PO.4</b>	<b>Remember, Understand, Apply</b>
<b>CO4</b>	It will help to understand the relation between customer and business-owner (not only for profit perspective but also for self-understanding).	<b>PO.3, PO.4</b>	<b>Remember, Understand</b>
<b>CO5</b>	Develop and expand thinking skills at global level.	<b>PO.2 PO.3, PO.4,</b>	<b>Remember, Understand</b>

## DETAILED SYLLABUS:

- **UNIT I- Vedic:** Meaning of Vedic and its relation with modern management. A combination of Vedic Indian Sciences with the management. An overview of our pride worlds: earliest universities-Takshila and Nalanda. **(4 hours)**
- **UNIT II- Lord Ganesha and Management:** Lord Ganesha is bestowed with special body with the head of an elephant and remaining parts of human body- symbolizing certain qualities that a strategic leader must possess to achieve success. **(5 hours)**
- **UNIT III- Indian Books and Management:** Dimension of Vedic Management, Ramayan, Panchatantra, Vidhur Niti, Chanakya Niti and Kautilaya's Arthshastra; Books that helps to infuse leadership and diplomacy qualities. **(5 hours)**
- **UNIT IV- Indian Scholars and Management:** Acharya Kalidas, Acharya Vidhur, Acharya Chanakya, Swami Vivekananda, Mahatma Gandhi **(4 hours)**
- **UNIT V- Vedic Management in Practice (Vasudhaiva Kutumbakam):** Case studies of Vedic Management in practice:- After the Covid-19 pandemic, the Indian Government worked towards the entire world by its move on medical, food & security. The government proved the Vedic word, Vasudhaiva Kutumbakam. Implementing Vedic Management principles in a modern business context, Challenges and limitations of applying Vedic Management in the workplace, Future directions of Vedic Management. **(6 hours)**

## SUGGESTED READINGS:

- Bhatia, D. K. (2015). *Timeless Management*. Business Expert Press.
- Sharma, R. (2016). *Leadership Wisdom from the Monk Who Sold His Ferrari: The 8 Rituals of Visionary Leaders*. Jaico Publishing House.
- Sharma, S. K. (2019). *Vedic Management: The Holistic Approach to Managing a Business in the 21st Century*. Jaico Publishing House.
- Das, M. (2020). *Vedic Wisdom for Modern Management*. Lotus Press.
- Srivastava, S. (2021). *Management Concepts from Ancient Indian Scriptures*. Rupa Publications.

## BACHELOR OF BUSINESS ADMINISTRATION (BBA)

### 2<sup>nd</sup> SEMESTER

Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
DSCC		Human Behaviour and Organisation	4	0	0	4	30	70	100
		Business Statistics	3	1	0	4	30	70	100
		Principles of Marketing	4	0	0	4	30	70	100
MDE		Basic Economics	2	0	0	2	30	70	100
AEC		Business Communication-II	2	0	0	2	30	70	100
VAC		Environmental Studies	2	0	0	2	30	70	100
SEC		Seminar & Viva- Voce				2	30	70	100
<b>TOTAL</b>			<b>17</b>	<b>1</b>	<b>0</b>	<b>20</b>	<b>210</b>	<b>490</b>	<b>700</b>

<b>BBA</b> <b>I<sup>st</sup> Year</b>	<b>(Code-.....)</b>		<b>Semester-II</b>		
	<b>HUMAN BEHAVIOUR AND ORGANISATION</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The objective is to help students understand, predict, and manage human behavior in organizations to improve performance, enhance employee satisfaction, and foster effective leadership.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Identify the conceptual foundation of Organisational Behaviour.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand</b>
<b>CO2</b>	Understand the theories of Perception, Attitude and Values.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand</b>
<b>CO3</b>	Understand the various theories of Learning and Personality.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand</b>
<b>CO4</b>	Understand the concept, classification and Stages of Group Development; Group Structure; Group Decision-Making.	<b>PO.2 PO.3, PO.4</b>	<b>Remember, Understand</b>
<b>CO5</b>	Formulate a more productive system and high-performance work culture operating on the principles of OB.	<b>PO.2 PO.3, PO.4</b>	<b>Remember, Understand, Apply</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction:** Conceptual Foundation of Organisational Behaviour; Nature and Characteristics; Determinants; Contributing Disciplines; Challenges and Opportunities for Organisational Behaviour, Models and Approaches of Organizational Behaviour, OB and Emotional Intelligence. **(8 Hours)**
- **UNIT II- Perception, Attitude, and Values:** Learning: Concept; Theories of Learning: Conditioning, Social Learning, Managerial Implication of Learning Theories. Personality: Concept and Determinates; Types and Traits; Major Personality Attributes Influencing Organisational Behaviour; Locus of Control; Machiavellianism; Self-Esteem; Self-Monitoring; Risk-Taking; Personality; Proactive Personality' Personality and National Culture; Holland's Typology of Personality and Congruent Occupations. **(10 Hours)**
- **UNIT III- Learning and Personality:** Learning: Concept; Theories of Learning: Conditioning, Social Learning, Managerial Implication of Learning Theories. Personality: Concept and Determinates; Types and Traits; Major Personality Attributes Influencing Organisational Behaviour; Locus of Control; Machiavellianism; Self-Esteem; Self-Monitoring; Risk-Taking; Personality; Proactive Personality' Personality and National Culture; Holland's Typology of Personality and Congruent Occupations. **(10 Hours)**
- **UNIT IV- Group Behaviour:** Groups: Concept and Classification; Stages of Group Development; Group Structure; Roles and Norms; Premise and Issues; Group Decision-Making: Group vs Individual; Groupthink and Groups Shift; Group Decision Making Techniques and Process. Interpersonal Relationships: Understanding Self and Others; Developing Interpersonal Relationships; Transactional Analysis; Johari Window. Conflict Management: Concept; Causes; Types; Stages; Effects; Management of Conflicts. **(10 Hours)**
- **UNIT V- Organisation Power and Leadership:** Concept; Sources and Classification; Power Tactics; Coalitions; The Concept of Impressing Management. Organisational Culture: Concept; Dominant Culture; Strong vs Weak Cultures; Creating and Sustaining Culture; Employees Learning of The Culture; Creating a Customer-Responsive Culture; Stress, and its Management. Leadership: Concept; Trait theories; Behavioral theories (Ohio and Michigan studies); Contingency theories, Authentic leadership; Mentoring, self-leadership; Inspirational Approaches (transformational, charismatic): Comparison of Indian leadership styles with other countries. **(10 Hours)**

## SUGGESTED READINGS

- Rao, V S P, (2017), *Organization Behavior*, Himalaya Publishing House.
- Aswathappa, K. (2019). *Organizational Behaviour: Text and Cases* (13th ed.). Himalaya Publishing House.
- McShane, S. L., & Von Glinow, M. A. (2020). *Organizational Behavior: Emerging Knowledge, Global Reality* (9th ed.). McGraw-Hill Education.
- Pareek, U., & Khanna, S. (2021). *Understanding Organizational Behaviour* (4th ed.). Oxford University Press India.
- Luthans, F. (2021). *Organizational Behavior: An Evidence-Based Approach* (13th ed.). Tata McGraw-Hill Education.
- Prasad, L. M. (2022). *Organizational Behaviour* (6th ed.). Sultan Chand & Sons.

<b>BBA 1<sup>st</sup> Year</b>	<b>(Code- .....)</b>		<b>Semester-II</b>		
	<b>BUSINESS STATISTICS</b>		<b>L-3, T-1, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The course aims to equip students with the ability to demonstrate data handling skills and summarize data with clarity. Extend an understanding of application of relevant concepts of Statistics to given business scenario. Understand business problems and make decisions using appropriate statistical models and explain trends. Demonstrate the knowledge on the process of organizing a data and conduct statistical treatment.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Demonstrate data handling skills with clarity and logical reasoning.	<b>PO.2, PO.4</b>	<b>Remember, Understand</b>
<b>CO2</b>	Outline the relevant concepts of Statistics to a given context/business scenario.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Evaluate and interpret data using appropriate statistical techniques.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO4</b>	Understand probability theory and be able to work with different probability distributions, applying them to real-world scenarios.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand, Apply</b>
<b>CO5</b>	Students will understand sampling methods, and distributions to analyze population-sample relationships and address sampling errors.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand, Apply, Analyze</b>

## DETAILED SYLLABUS:

- **UNIT I- Measures of Central Tendency:** Classification and tabulation of data, frequency distribution, diagrams and graphs, measure of central tendency- arithmetic mean, weighted arithmetic mean, median, mode, geometric mean and harmonic mean (theory only) and meaning of partition values- quartiles, deciles, percentiles. **(10 Hours)**
- **UNIT II- Dispersion, Measures of Skewness and Kurtosis:** Measures of dispersion - range, quartile deviation, mean deviation from mean and median, standard deviation and coefficient of variation. Skewness - meaning, difference between dispersion and skewness, Karl Pearson's and Bowley's measures of skewness, the concept of kurtosis, types of kurtoses and importance (theory only). **(10 Hours)**
- **UNIT III- Correlation and Regression Analysis:** Meaning, definition and use of correlation, covariance, scatter diagram, types of correlation, Karl Pearson's correlation coefficient, Spearman's Rank correlation coefficient, probable error. Regression- meaning and utility of regression analysis, comparison between correlation and regression, regression lines  $-x$  on  $y$ ,  $y$  on  $x$ , regression equations and regression coefficients. Meaning. **(10 Hours)**
- **UNIT IV- Probability and Probability Distribution:** Introduction to probability, basic concepts of probability- classical definition, addition and multiplication rules, probability distributions – binomial, poisson and normal distributions, expected value. **(10 Hours)**
- **UNIT V- Sampling & Sampling Distribution:** Introduction, Purpose of sampling, Principles of sampling, Methods of sampling- probability & non-probability sampling, its types. Limitations of sampling, sampling errors. Sampling distribution: Population, sample & sampling distribution, relationship between them. Sampling distributions of mean, distributions of sample medians, standard deviations (theory only). **(8 Hours)**

## SUGGESTED READINGS:

- Levin R. I.& Rubin D. S. Edition 8th (2017), *Statistics for Management*. New Delhi: Pearson.
- Pillai & Bagavathi. Edition 8th (2019), *Statistics, Theory and Practice*, New Delhi: S Chand Publishing
- Gupta SP. Edition 46th (2021) *Statistical Methods*, New Delhi: Sultan Chand and Sons
- Gupta SC. Edition 8th (2023) *Fundamentals of Statistics*, New Delhi: Himalaya Publishing House
- Sharma, Gupta, Edition 1st (2010) *The Practice of Business Statistics*, New Delhi: Khanna Publishing House.
- Sharma J.K. Edition 5th (2019) *Business Statistics*, New Delhi: Vikas Publishing House
- Anderson, D.R., Sweeney, D.J., Williams, T.A., Camm, J.D., Cochran, J.J., Fry, M.J., & Ohlmann, J.W., Edition 12th (2013). *Quantitative Methods for Business*. Cengage Learning, New Delhi.
- Keller, G. Edition 10th (2013) *Statistics for Management and Economics*, USA: South-Western College Publishing.

<b>BBA</b> <b>I<sup>st</sup> Year</b>	<b>(Code- -----)</b>		<b>Semester-II</b>		
	<b>PRINCIPLES OF MARKETING</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The course aims to provide a comprehensive understanding of marketing principles, encompassing the evolution of marketing concepts, consumer behavior, and market selection strategies. It covers key aspects of product management, pricing strategies, promotional tools, and distribution channels, with a focus on emerging trends such as rural marketing and digital innovations. Students will gain insights into effective marketing practices and their application in diverse market environments.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Gain knowledge of core marketing concepts, the marketing mix, and exchange processes for practical application.	<b>PO.1, PO.3</b>	<b>Remember, Understand</b>
<b>CO2</b>	Learn various marketing orientations and marketing mix for better decision-making.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand</b>
<b>CO3</b>	Students will gain an understanding of product decisions, enabling them to make informed business decisions in a competitive market.	<b>PO.1, PO.3, PO.4</b>	<b>Remember, Understand, Apply</b>
<b>CO4</b>	Understand consumer buying motives and decision processes to create effective marketing strategies.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand, Apply</b>
<b>CO5</b>	Explore modern marketing trends and ethical practices for sustainable business growth.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand, Apply</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction:** Nature, scope and importance of marketing; Evolution of marketing concepts; core marketing concepts; exchange process, functions of marketing; relationship & network, utility, costs & satisfaction, exchange, transaction & transfer. Marketing Environment: Demographic, Economic, Political, Legal, Socio-cultural, Technological environment (Indian context); Market and competition analysis; Market Analysis and Creating and Delivering Customer Value. types of marketing (B2C, B2G, B2B, C2C). **(10 hours)**
- **UNIT II- Marketing Orientations:** Holistic marketing concepts, new marketing orientations- production, product, societal & market orientation. Selling vs. Marketing. Customer quality, value and satisfaction, Michael E. Porters chain analysis model. Marketing mix; Segmentation, Targeting and Positioning: Concept; Levels of Market Segmentation, Basis for Segmenting Consumer Markets. **(10 hours)**
- **UNIT III- Product Concept:** Product decisions: Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging & Labeling. Portfolio approach – Boston Consulting Group (BCG) matrix. Introduction to Brand Management and Innovation and New Product Development. Pricing Decisions; Promotion Decisions; Marketing Channel Decision: Channel functions, Channel Levels, Types of Intermediaries: Wholesalers and Retailers. **(10 hours)**
- **UNIT IV- Consumer Behaviour:** Consumer Behavior, The Rise of Consumer Democracy, Stimulus Response Model of Consumer Behavior, Buyer’s Cultural, Social, Personal, and Psychological Characteristics particularly in Indian context. Buyer behaviour, different consumer roles, need for studying buyer behaviour, different buying motives, consumer buying decision process and influences, consumer vs. business buying behaviour, industrial buying process. **(10 hours)**
- **UNIT V- Trends in Marketing:** Service Marketing, e-marketing, green marketing, customer relationship management, rural marketing, other emerging trends. 7 P’s & 7 C’s of Marketing market and marketing. Digital Marketing, Ethics and social responsibility in Marketing, Integrated Marketing, Online Payments. **(8 hours)**

## SUGGESTED READINGS:

- Kumar, A., & Meenakshi, N. (2016). *Marketing Management* (2nd ed.). Vikas Publishing House.
- Ramaswamy, V. S., & Namakumari, S. (2018). *Marketing Management: Indian Context Global Perspective* (6th ed.). McGraw Hill Education.
- Sherlekar, S. A., & Gordon, E. (2019). *Marketing Management* (14th ed.). Himalaya Publishing House.
- Saxena, R. (2020). *Marketing Management* (6th ed.). McGraw Hill Education.
- Kotler, P., Keller, K. L., Koshy, A., & Jha, M. (2021). *Marketing Management: A South Asian Perspective* (16th ed.). Pearson India.

<b>BBA</b> <b>I<sup>st</sup> Year</b>	<b>(Code- -----)</b>		<b>Semester-II</b>		
	<b>BASIC ECONOMICS</b>		<b>L-2, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	02	24

**Course Objectives:** This course aims to familiarize students with basic microeconomic concepts and their application in demand and supply analysis in business. It also covers production and cost structures across different stages, pricing and output decisions in various market structures, and the application of decision tools to understand market dynamics.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Develop strong conceptual knowledge on the basics of different economic tools	<b>PO.1, PO.3,</b>	<b>Remember, Understand</b>
<b>CO2</b>	Demonstrate an effective understanding of the relevance and use of various economic theories.	<b>PO.1, PO.2 PO.3, PO.4</b>	<b>Remember, Understand, Apply</b>
<b>CO3</b>	Develop analytical approach to the subject matter.	<b>PO.1, PO.2 PO.3, PO.4</b>	<b>Remember, Understand, Apply</b>
<b>CO4</b>	Understand the concepts of cost, nature of production and its relationship to Business operations.	<b>PO.1, PO.3, PO.4</b>	<b>Remember, Understand</b>
<b>CO5</b>	Integrate the concept of price and output decisions of firms under various market structures.	<b>PO.1, PO.2 PO.3, PO.4</b>	<b>Remember, Understand, Apply</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction:** Definition, Nature, Scope, Objectives and Importance of Business Economics. Types- Micro and Macro Economics, Wealth Definition, Scarcity. Definition, Growth Definition, Production Possibility Curve, Application of Economic theory to a firm's Level Business Problems. Basic problems of an economy. **(4 hours)**
- **UNIT II- Theory of Utility:** Meaning and Importance of Utility, Cardinal and Ordinal Theory of Utility, Law of Diminishing Marginal Utility, Law of Equimarginal Utility, Indifference Curve, Consumer Equilibrium, Consumer Surplus. **(4 hours)**
- **UNIT III- Demand and Supply:** Demand Analysis and Forecasting: Meaning of Demand, Determinants of Demand, Demand Curves, Assumptions of Law of Demand, Exceptions to the Law of Demand, Reasons for Change in Demand, Elasticity of Demand, Demand Forecasting. **(4 hours)**
- **UNIT IV- Production and Cost Analysis:** Cost and Production Analysis: Different Concepts of Costs, Production Function-Short & Long Run, Cost-Output Relationship, Law of Variable Proportion and Determining the Level of Production Cost. Law of Increasing Returns, Law of Decreasing Returns. Returns to Scale. **(6 hours)**
- **UNIT V- Pricing in Different Market Structures:** Pricing under Different Market conditions: Nature of markets, Types of Markets and its Features, Pricing under Perfect, Monopoly, Oligopoly and Monopolistic Market Conditions. Pricing in Actual Practice, Cost Plus Pricing, Transfer Pricing. **(6 hours)**

## SUGGESTED READINGS:

- Varshney, R.L., and Maheshwary (2017). *"Managerial Economics."* 3rd ed. S. Chand & Co.
- Pindyck, R. S., & Rubinfeld, D. L. (2018). *Microeconomics* (9th ed.). Pearson Education.
- Samuelson, P. A., & Nordhaus, W. D. (2019). *Economics* (20th ed.). McGraw-Hill Education.
- Mithani, D. M. (2021). *Managerial Economics: Theory and Applications* (8th ed.). Himalaya Publishing House.
- Ahuja, H. L. (2022). *Modern Microeconomics: Theory and Applications* (22nd ed.). S. Chand & Company Ltd.

<b>BBA I<sup>st</sup> Year</b>	<b>(Code- -----)</b>		<b>Semester-II</b>		
	<b>BUSINESS COMMUNICATION-II</b>		<b>L-2, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximu m Hours
2:30 Hrs.	30 (20+10)	70	100	02	24

**Course Objectives:** The aim of this course is to equip students with the knowledge and practical skills necessary to communicate effectively and professionally in diverse business environments. This course focuses on developing proficiency in interpersonal, written, oral, and digital communication, emphasizing its importance in achieving organizational goals and fostering collaboration.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Develop effective interpersonal and presentation skills for virtual and in-person settings.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand</b>
<b>CO2</b>	Enhance skills in drafting professional documents, reports, and corporate communication.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand, Apply</b>
<b>CO3</b>	Strengthen oral communication for impactful speeches, discussions, and interviews.	<b>PO.1, PO.2, PO.3,</b>	<b>Remember, Understand, Apply</b>
<b>CO4</b>	Build negotiation and cross-cultural communication abilities for global interactions.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand, Apply</b>
<b>CO5</b>	Master digital communication tools and media literacy for modern professional use.	<b>PO.1, PO.2, PO.3, PO .4</b>	<b>Remember, Understand, Apply</b>

## DETAILED SYLLABUS:

- **UNIT I- Interpersonal Communication:** Team communication, managing communication during online meeting, communication with virtual team, Presentation skills (Verbal and non-verbal); PowerPoint presentation skills; Info graphics, introduction to contemporary alternatives. **(4 hours)**
- **UNIT II- Written communication:** intra-organizational/ departmental/ workplace communication Need and Types, Basics of Writing Office Circulars, Agenda, Notice, Office Memoranda, Office Orders, News Letters; Positive and Negative Messages. Report Writing: Types of Business Reports, responding to requests for proposals (RFP), response to RFP, Formal Report- Components and Purpose, Organizing Information- Outlining & Numbering Sections, Section Headings, Sub-Headings, & Presentation; Reporting in Digital Age, Writing Reports on Field Work/Visits to Industries, Business Proposals; Summarizing Annual Reports of Companies- Purpose, Structure and Principles; Drafting Minutes of a Meeting; Corporate Communication channels of corporate communication, target segments of corporate communication, types of corporate communication. **(6 hours)**
- **UNIT III- Oral Communication, Professionalism:** Meaning, Nature, and Scope of Effective Oral Communication; Techniques of Effective Speech, Media for Oral Communication- Face-to-Face Conversation, Teleconferences, Press Conference, Telephonic Conversations, Radio Presentation, Public address and Podcast. Constructing Oral Report; Group Discussions, conducting interviews. **(4 hours)**
- **UNIT IV- Negotiation Skills and Cross-Cultural Communication:** Negotiation communication with vendors, suppliers, employees and other stakeholders; The best alternative to a negotiated agreement (BATNA) & communication during negotiations; Impact of globalization on organizational communication; Cross-Cultural frameworks Overcoming barriers and biases in Cross-Cultural Communication; Building Inter-Cultural Workplace Skills; Cross-cultural etiquettes across clusters/countries. **(6 hours)**
- **UNIT V- Contemporary Communication:** Digital communication- individual communicating via social media, organizations communicating via social media, Media Literacy; Strong Digital communication skills – email, instant messaging, video conferencing, e-meetings, digital collaboration. **(4 hours)**

## SUGGESTED READINGS:

- Mukerjee H. S., Edition 2th (2016) Business Communication: Connecting at Work. New Delhi: Oxford Publication
- Boove, C.L. et al., Edition 15th (2021), Business Communication Today, Pearson.
- Mohan, K., Banerji, M. (2000). Developing Communication Skills. India: Macmillan India Limited.
- Rai, U., & Rai, S. M. (2021). *Business Communication* (2nd ed.). Himalaya Publishing House.
- Raman, M., & Singh, P. (2021). *Business Communication* (2nd ed.). Oxford University Press India.
- Kaul, A. (2021). *Effective Business Communication* (3rd ed.). Prentice Hall India.
- Guffey, M. E., & Loewy, D. (2022). *Essentials of Business Communication* (11th ed.). Cengage Learning.

<b>BBA I<sup>st</sup> Year</b>	<b>(Code- -----)</b>		<b>Semester-II</b>		
	<b>ENVIRONMENTAL STUDIES</b>		<b>L-2, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	02	24

**Course Objectives:** The course encourages adopting sustainability in life, society, and industry while fostering values and attitudes to comprehend complex environmental-economic challenges. It aims to actively engage students in solving current environmental issues and preventing future ones.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Explore the basic environmental concepts and issues relevant to the business and management field.	<b>PO.1, PO.3</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO2</b>	Recognize the interdependence between environmental processes and socioeconomic dynamics.	<b>PO.1, PO.3, PO.4</b>	<b>Remember, Understand</b>
<b>CO3</b>	Determine the role of business decisions, policies, and actions in minimizing environmental degradation.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand</b>
<b>CO4</b>	Equip students with the ability to analyze environmental pollution issues & apply sustainable waste management practices in their personal and professional lives.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand, Apply</b>
<b>CO5</b>	Learn about key environmental laws, the role of businesses in sustainability, and ethical responsibilities in addressing social and environmental challenges.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand</b>

## DETAILED SYLLABUS:

- **UNIT I- Humans, Environment, and Sustainability:** Fundamental environmental concepts and their relevance to business operations; Components and segments of the environment, the man-environment relationship, and historical environmental movements. Concept of sustainability. (4 hours)
- **UNIT II- Natural Resources and Sustainable Development:** Components & classification of natural resources, issues related to their overutilization, and strategies for their conservation. Sustainable practices in managing resources, including deforestation, water conservation, energy security, and food security issues. The conservation and equitable use of resources, considering both intergenerational and intergenerational equity, and the importance of public awareness and education. Introduction to Sustainable Development Goals (SDGs), their targets, and challenges. (4 hours)
- **UNIT III- Ecosystem, Biodiversity and Sustainable Practices:** Various natural ecosystems, learning about their structure, functions, and ecological characteristics; Ecosystem services and major ecosystem types in India. Biodiversity types and hotspots in India and worldwide. Threats to biodiversity: exploitation, invasive species. Ecosystem resilience, homeostasis, and carrying capacity, emphasizing the need for sustainable ecosystem management. Conservation methods: in-situ and ex-situ, protected areas, policies, nature reserves, and the significance of India as a mega diverse nation. (4 hours)
- **UNIT IV- Environmental Pollution, Waste Management, and Sustainable Development:** Environmental issues across scales: local to global. Pollution types: air, noise, water, soil, thermal, radioactive & marine pollution, their sources and impacts on businesses and communities. Causes of pollution, such as global climate change, ozone layer depletion, the greenhouse effect, and acid rain, with a particular focus on pollution episodes in India. Importance of adopting cleaner technologies; Solid waste management; Natural and man-made disasters, their management, and the role of businesses in mitigating disaster impacts. (6 hours)
- **UNIT V- Social Issues, Legislation, and Practical Applications:** Dynamic interactions between society and the environment, with a focus on sustainable development and environmental ethics. Role of businesses in achieving sustainable development goals and promoting responsible consumption. Overview of key environmental legislation and the judiciary's role in environmental protection, including the Water (Prevention and Control of Pollution) Act of 1974, the Environment (Protection) Act of 1986, and the Air (Prevention and Control of Pollution) Act of 1981. Environmental justice, environmental refugees, and the resettlement and rehabilitation of affected populations; Ecological economics, human population growth, and demographic changes in India. (6 hours)

## SUGGESTED READINGS:

- Roy, M. G. Edition 1st (2019) *Sustainable Development: Environment, Energy and Water Resources*. New Delhi: Ane Books.
- Garg, S. K., & Sharma, R. K. (2022). *Environmental Studies: Principles, Concepts and Applications* (2nd ed.). Khanna Publishers.
- Reddy, M. S. (2022). *Environmental Science and Engineering* (1st ed.). PHI Learning.
- Jain, S. K., & Sinha, S. K. (2023). *Fundamentals of Environmental Studies* (2nd ed.). Oxford University Press India.
- Pritwani, KS. Edition 1st (2019) *Sustainability of business in the context of environmental management*. New Delhi: CRC Press.
- Wright, R.T. & Boorse, D.F. Edition 13th (2017) *Environmental Science: Toward A Sustainable Future*. Chennai: Pearson.
- Universal Publications. "Environmental Protection Act 1986." (1st ed.) Universal Publications.

<b>BBA</b>					
<b>I<sup>st</sup> Year</b>	<b>(Code- -----)</b>		<b>Semester-II</b>		
	<b>SEMINAR &amp; VIVA-VOCE (PRACTICAL)</b>		<b>L-0, T-0, P-2</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30	70	100	02	0

**Course Objectives:** To create awareness regarding current trends, issues and researches related to various aspects of related topics. Each student will be assigned a topic in the beginning of the semester. They will be required to prepare and submit seminar report and presentation on the same. The panel of examiners will evaluate the project.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>
<b>CO1</b>	Gain the communication skills and develop the ability to communicate with another person.	<b>PO.2, PO.3</b>
<b>CO2</b>	Know ethical issues in business trends, researches and other related topics including those issues that arise in corporate world.	<b>PO.1, PO.3, PO.4</b>
<b>CO3</b>	To assess their communication, presentation skills & overall impression	<b>PO.2, PO.3</b>
<b>CO4</b>	Explore the connection between university study and life enrichment, lifelong learning, and civic responsibility.	<b>PO.1, PO.3, PO.4</b>

### **SEMINAR & VIVA-VOCE**

The seminar is scheduled on the topics related to Subject matter, Trade, Industry, Commerce, Corporate world and Corporate Affairs lasting approximately for 10- 15 minutes followed by the question answer session. The marks shall be awarded by the Expert appointed by the Dean in order to judge the understanding as well as application of the knowledge gained by the students by the end of semester of the course. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to digest what is being taught in that semester and see their relevance not only in the practical field but also their inter relationship.

## BACHELOR OF BUSINESS ADMINISTRATION (BBA)

### 3<sup>rd</sup> SEMESTER

Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
DSCC		Cost & Management Accounting	3	1	0	4	30	70	100
		Human Resource Management	4	0	0	4	30	70	100
		Operations Management	4	0	0	4	30	70	100
MDE		Intellectual Property Rights	2	0	0	2	30	70	100
SEC		Fundamentals of Computer	2	0	0	2	30	70	100
VAC		Management Paradigm from Bhagwat Geeta	2	0	0	2	30	70	100
SEC		Management Information System	2	0	0	2	30	70	100
<b>TOTAL</b>			<b>19</b>	<b>1</b>	<b>0</b>	<b>20</b>	<b>210</b>	<b>490</b>	<b>700</b>

<b>BBA</b> <b>II<sup>nd</sup> Year</b>	<b>(Code- -----)</b>		<b>Semester-III</b>		
	<b>COST &amp; MANAGEMNET ACCOUNTING</b>		<b>L-3, T-1, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The course focuses on equipping students on familiarize the learners with the basic concepts and processes used to determine product costs and ascertain Material, Labour and Overhead cost. To enrich the knowledge of the learners in knowing and applying various tools like ratio analysis, cash flow statement, marginal costing for analysing the financial statements for managerial information. To develop the knowledge of the learners to understand and prepare a management report.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Interpret the relevant theories of cost and management accounting and prepare Cost sheet and quotations.	<b>PO.1</b>	<b>Remember, Understand</b>
<b>CO2</b>	Ascertain Material and Labor cost, allocation and apportionment of overheads.	<b>PO.1</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Assess cost variances, implement budgetary control, and prepare flexible and cash budgets for financial planning.	<b>PO.1, PO.2, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Interpret income statements, balance sheets, and financial ratios to assess business performance and financial health.	<b>PO.1, PO.2, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO5</b>	Interpret the financial statements for managerial decision making and preparation of management reports.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Cost and Management Accounting:** Definitions, features, objectives, functions, scope, advantages and limitations. Relationship and differences between Cost accounting, Management accounting and Financial Accounting. Cost Concepts-Cost classification – Elements of cost – Preparation of cost sheet and quotation. Material cost- direct and indirect material cost, Inventory control techniques- stock levels, EOQ, ABC analysis. Issue of materials to production pricing methods- FIFO, LIFO and Average methods. Labor cost: direct and indirect labour cost methods of payment of wages including incentive plans -Halsey and Rowan plans, Tailors Piece Rate method. Overheads: features, classification, methods of allocation and apportionment of overheads, primary and secondary distributions. **(10 hours)**
- **UNIT II- Marginal Costing & Break Even Analysis:** Marginal Costing-Meaning - Importance - Marginal Cost Equation - Difference between Marginal costing and Absorption costing - Break Even Analysis(BEP)-Meaning and Importance - Break even chart- P/V ratio - Cost Volume Profit Analysis- Margin of Safety-Angle of Incidence-Problems in Marginal costing & BEP. **(10 hours)**
- **UNIT III- Standard Costing & Budgetary Control:** Standard Costing VS Historical Costing, Types of Standards, Concepts of variance Analysis, practical problems of Material, Labour Variance. Budgets - Meaning and importance - Budgetary Control-Meaning and Importance-Types of Budgets, practical problems - Flexible Budget and cash Budget. **(10 hours)**
- **UNIT IV- Financial Statement Analysis:** Comparative Income Statements and Balance Sheets- Common Size Income Statements and Balance Sheet analysis- Trend Analysis. Ratio Analysis – Introduction, Classification & Interpretation of Ratios-Liquidity ratios, Solvency ratios, Proprietary ratios, Profitability ratios, Leverage ratios and Turnover ratios. **(10 hours)**
- **UNIT V- Cash Flow, Fund Flow and Management Reporting:** Introduction- Concept of Cash- Sources of cash flow Cash from operation- cash from Financing and cash from investment- Inflow and outflow of cash- Preparation of cash flow statements with adjustments. Meaning of Fund Flow Statement, Uses & Limitations, Preparation of Fund Flow Statement, Problems thereon. Management Reporting – Meaning and Definitions of reports- Objectives and Purpose- Reports to top level management – Reports to lower level management- Sample Reports. **(8 hours)**

## SUGGESTED READINGS:

- Drury, C. (2021). *Management and Cost Accounting*. 11th ed. Cengage Learning, London.
- Hansen, D. R., & Mowen, M. M. (2022). *Cornerstones of Cost Management*. 4th ed. Cengage Learning, Boston.
- Kaplan, R. S., & Atkinson, A. A. (2023). *Advanced Management Accounting*. 5th ed. Pearson Education, New Delhi.
- Horngren, C. T., Datar, S. M., & Rajan, M. V. (2021). *Cost Accounting: A Managerial Emphasis*. 17th ed. Pearson Education, New Delhi.
- Lal, J., & Srivastava, S. (2023). *Cost Accounting*. 8th ed. McGraw Hill Education, New Delhi.
- Weygandt, J. J., Kimmel, P. D., & Kieso, D. E. (2022). *Managerial Accounting: Tools for Business Decision Making*. 9th ed. Wiley, New York.
- Arora, M. N. *Cost and Management Accounting*, New Delhi: Himalaya Publishing House.

<b>BBA</b> <b>II<sup>nd</sup> Year</b>	<b>(Code- -----)</b>		<b>Semester-III</b>		
	<b>HUMAN RESOURCE MANAGEMENT</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The course aims to help students to understand how HR plays a functional role, needed for organizational effectiveness and management. Understand the difference between functional and strategic role of HR. Students will analyse the need for HR planning, Innovation, use of technology, and sector specific HR needs. Understand the innovation in HRM and best practices

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Explain how Functional HRM contributes in organizational management.	<b>PO.1</b>	<b>Remember, Understand</b>
<b>CO2</b>	Analyze all HR Functions like recruitment selection, performance management etc.	<b>PO.1, PO.2</b>	<b>Remember, Understand Apply, Analyze</b>
<b>CO3</b>	Understand Employee Engagement & Performance Management.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand</b>
<b>CO4</b>	Understand and apply emerging HRM trends like, e-HRM, HRIS, HR audits, and contemporary HRM issues for strategic workforce management.	<b>PO.1, PO.2, PO.3, PO.5</b>	<b>Remember, Understand</b>
<b>CO5</b>	Understand and develop sustainable goals with diversity, Inclusion and wellness.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand Apply, Analyze</b>

## DETAILED SYLLABUS:

- **UNIT I- The Nature of HRM: Human Resource Management**—An Introduction; Human Resource Business; Partnership HRM; HRM policies, HRM in globally competitive environment; Functional HRM; strategic human resource management. **(10 hours)**
- **UNIT II- Plan, Acquire, Develop, Career Management:** Employee life cycle approach, Human Resource Planning; Recruitment and Selection; Training and Development; Competency Management; Career Management Talent Management, Managing the GIG employees and Virtual employees and team. **(10 hours)**
- **UNIT III- Engagement, Performance, compensation management, Industrial Relations, Compliance, Employment relations:** Changing nature of Employee Engagement; Performance Management- Methods of performance appraisal; Potential appraisal; Employee counseling; Compensation - Concept and policies, Base and supplementary compensation; Individual, group and organization incentive plans; Fringe benefits; Performance linked compensation; Employee stock option; Pay band compensation system; Compensation and Benefits; Compensation for Special Groups, Job evaluation. Industrial Relations; Workplace Laws and Regulations; Employment Relations. **(10 hours)**
- **UNIT IV- Maintenance of employees and Emerging Horizons of HRM:** Employee health and safety; Employee welfare; Social security (excluding legal provisions); Employer-employee relations- An overview; Grievance handling and redressal; Industrial disputes: Causes and settlement machinery; e-HRM; Human Resource Information System and e-HRM; Impact of HRM practices on organizational performance; HR audit, Contemporary issues in human resource management. **(8 hours)**
- **UNIT V- Technology, HR Analytics, Innovation:** Human Resource Information and Analytics; Human Resource Management Innovations; Human Resource Management in Small and Medium Enterprises; Human Resource Management in the Service Sector, Organization Transformation and the Human Resource Leadership; Diversity, Equity and Inclusion; Workplace Wellness, sustainability goals and HRM, Green HRM and challenges. **(10 hours)**

## SUGGESTED READINGS:

- De Nisi, A.S. ,Griffin, R.W and Sarkar, Anita *Human Resource Management*, Cengage Learning
- Sengupta Amitabha, *Human Resource Management: Concepts, Practices, and New Paradigms*
- Cascio, Wayne F., *Managing Human Resources*, Tata McGraw Hill, New Delhi
- DeCenzo, David A, and Stephan P. Robbins, *Fundamentals of Human Resource Management*, Wiley India, New Delhi
- Bhattacharyya, Dipak Kumar, *Human Resource Management*, Excel Books, New Delhi

<b>BBA II<sup>nd</sup> Year</b>	<b>(Code- -----)</b>		<b>Semester-III</b>		
	<b>OPERATIONS MANAGEMENT</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The course aims to help students to understand how HR plays a functional role, needed for organizational effectiveness and management. Understand the difference between functional and strategic role of HR. Students will analyse the need for HR planning, Innovation, use of technology, and sector specific HR needs. Understand the innovation in HRM and best practices

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the core principles of operations management and their significance in enhancing efficiency, quality, and customer satisfaction.	<b>PO.1</b>	<b>Remember, Understand</b>
<b>CO2</b>	Analyze different production systems and develop strategies aligned with business objectives.	<b>PO.1, PO.2, PO.5</b>	<b>Remember, Understand Apply, Analyze</b>
<b>CO3</b>	Optimize operational processes through effective process design, layout decisions, and capacity planning.	<b>PO.1, PO.2, PO.5</b>	<b>Remember, Understand Apply, Analyze</b>
<b>CO4</b>	Implement quality management principles to enhance product/service quality and reduce defects.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand Apply</b>
<b>CO5</b>	Evaluate emerging trends in operations management, such as sustainable operations and technological advancements.	<b>PO.1, PO.2, PO.3, PO.5</b>	<b>Remember, Understand Apply, Analyze, Evaluate</b>

## DETAILED SYLLABUS:

- **UNIT I: Introduction to Operations Management:** Nature and Scope of Operations Management, its Relationship with other Systems in the Organisation. Introduction to Production Planning, Types of Manufacturing Systems. **(8 Hours)**
- **UNIT II: Process Design and Analysis:** Process Planning - Plant Location - Plant Layout. Process Selection, Capacity Design & Planning. Production Planning and Control, Product Design and Development. **(8 Hours)**
- **UNIT III: Scheduling and Measuring Production Activities:** Scheduling, Maintenance Management Concepts, CPM, Gantt charts, Work Study, Method Study, Work Measurement, Work Sampling, Work Environment and Safety. **(10 Hours)**
- **UNIT IV: Quality Management:** Introduction; Meaning; Quality characteristics of goods and services; Tools and techniques for quality improvement, Quality assurance. Total quality management (TQM) model, the principles of Total Quality Management (TQM) Service quality, and the implementation of Six Sigma and Lean Manufacturing. **(10 Hours)**
- **UNIT V: Emerging Trends in Operations Management:** Concept of Sustainability in Operations; Triple Bottom Line Approach (People, Planet, Profit); Green Supply Chain Management (GSCM); Circular Economy and Waste Management; Lean and Sustainable Manufacturing; Environmental and Social Responsibility in Operations. Industry 4.0 and Smart Operations; Artificial Intelligence (AI) in Operations; Internet of Things (IoT) and Smart Factories; Robotics and Automation in Manufacturing and Services; Cultural and Legal Challenges in Global Operations. **(12 Hours)**

## SUGGESTED READINGS:

- Stevenson, W. J., & Kull, T. (2025). *Operations and supply chain management* (2025 Evergreen ed.). McGraw Hill.
- Krajewski, L. J., & Malhotra, M. K. (2024). *Operations management: Processes and supply chains* (14th ed.). Pearson.
- Goldratt, E. M., & Cox, J. (2014). *The goal: A process of ongoing improvement* (30th anniversary ed.). Routledge.
- Bozarth, C. C., & Handfield, R. B. (2019). *Introduction to operations and Supply Chain Management* (5th ed.). Pearson.
- Mahadevan, B. (2009). *Operation Management: Theory and Practice*. Pearson Education India.
- Bedi, K. (2012). *Production and Operations Management*. Oxford University Press.
- Khanna, R.B. (2015). *Production and Operations Management* (2nd ed.). PHI Learning Pvt. Ltd.

## CASE STUDIES:

- Case study on Toyota's Production System: Exploring Lean Manufacturing.
- Analysis of Amazon's supply chain operations for customer satisfaction and efficiency.
- Case on Zara's fast fashion operations strategy and its global supply chain management.

<b>BBA II<sup>nd</sup> Year</b>	<b>(Code- -----)</b>		<b>Semester-III</b>		
	<b>INTELLECTUAL PROPERTY RIGHTS</b>		<b>L-2, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	02	24

**Course Objectives:** The course aims to familiarize students with the concepts and importance of Intellectual Property Rights (IPR) in the business environment. It seeks to provide a comprehensive understanding of the types of intellectual property, the legal frameworks governing them, and the strategic management of IP assets. The course also highlights the role of IPR in innovation, creativity, and economic growth.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the fundamental concepts of Intellectual Property Rights and their significance in the business world.	<b>PO.1</b>	<b>Remember, Understand</b>
<b>CO2</b>	Explain the various types of intellectual property, including patents, trademarks, copyright, and trade secrets.	<b>PO.1</b>	<b>Remember, Understand</b>
<b>CO3</b>	Analyze the legal frameworks and international treaties related to Intellectual Property Rights.	<b>PO.1, PO2</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Evaluate the strategies for managing and protecting intellectual property assets in organizations.	<b>PO.1, PO.2, PO.3, PO.5</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO5</b>	Formulate approaches to leverage Intellectual Property Rights for competitive advantage and innovation	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Intellectual Property Rights:** Definition and types of Intellectual Property; Importance of IPR in the business environment; History and evolution of IPR; International conventions and treaties (Paris Convention, Berne Convention, TRIPS Agreement, WIPO). **(6 hours)**
- **UNIT II- Patents:** Concept and criteria for patentability; Process of obtaining a patent; Patent Cooperation Treaty (PCT); Rights of patent holders; Infringement of patents and legal remedies; Case studies on patent disputes. **(4 hours)**
- **UNIT III- Trademarks and Geographical Indications:** Definition and types of trademarks; Process of registration; Protection of trademarks and brand names; Role of trademarks in marketing and brand management; Concept of Geographical Indications; Case studies on trademark infringements. **(6 hours)**
- **UNIT IV- Copyrights and Related Rights:** Definition and scope of copyrights; Copyright protection for literary, musical, and artistic works; Fair use and infringement; Rights of authors and artists; Digital rights management (DRM); Case studies on copyright issues. **(4 hours)**
- **UNIT V- Trade Secrets and Emerging Issues in IPR:** Definition and importance of trade secrets; Legal protection of trade secrets; Non-disclosure agreements (NDAs); Intellectual property in the digital age; IPR and artificial intelligence; Ethical issues in IPR. **(4 hours)**

## SUGGESTED READINGS:

- Khurana, S., & Singh, P. (2022). *Intellectual Property Rights: Text and Cases*. 2nd ed. Eastern Book Company, Lucknow.
- Kumar, A. (2021). *Intellectual Property Rights and Law*. 3rd ed. Cengage Learning, New Delhi.
- Nair, V. (2023). *Intellectual Property Rights: Protection and Management*. 1st ed. McGraw Hill Education, New Delhi.
- Rao, P. S. (2022). *Intellectual Property Rights: An Overview*. 2nd ed. Oxford University Press, New Delhi.
- Bhat, M. S. (2021). *Intellectual Property Rights and Legal Framework*. 4th ed. S. Chand & Company, New Delhi

<b>BBA II<sup>nd</sup> Year</b>	<b>(Code- -----)</b>		<b>Semester-III</b>		
	<b>FUNDAMENTALS OF COMPUTER</b>		<b>L-2, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	02	24

**Course Objectives:** This course aims to introduce fundamentals of computing device and enhance computer related proficiency, focusing on personal use of hardware, software, Internet, networking. It would enhance literacy to find, evaluate, and ethically use digital information.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Know about the evolution of computer and its history with its impact on society.	<b>PO.1</b>	<b>Remember, Understand</b>
<b>CO2</b>	Process the knowledge of basic hardware peripherals of computers and its various types.	<b>PO.1, PO.2</b>	<b>Remember, Understand</b>
<b>CO3</b>	Understand the basics of computer and working of operating system.	<b>PO.1, PO.2</b>	<b>Remember, Understand</b>
<b>CO4</b>	Understand and apply the knowledge of internet for various office related activities.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand, Apply</b>
<b>CO5</b>	Understand the essentials of computers in education, business and other fields.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>

## DETAILED SYLLABUS:

- **UNIT I- Concept of Computer:** Brief History of Computers, Generation and Its Evolution. Characteristics of Computers, (Hardware, Software,) Criteria for Using the Computers, Organizations and Functions of Computers and their Applications. **(6 hours)**
- **UNIT II- Types of Computer:** Analog, Digital, Hybrid, General Purpose and Special Purpose Computers, Microcomputers, Mini-Computers, Main-frame Computers, and Super Computers. **(6 hours)**
- **UNIT III- Operating System and Office Automation:** Booting Concept, MS DOS, MS Windows, MS Office, and Introduction to System Management. Overview of Languages, Compilers, Interpreters, Assemblers, LAN, MAN, WAN, Communication Channels. **(4 hours)**
- **UNIT IV- Information Technology:** Fundamentals, Perspectives, Applications and Scope, Introduction to Internet, Browsers, Applications and scope. **(4 hours)**
- **UNIT V- Computer Application in different fields:** Basic Information, Data Base Management System: Creating, Modification of Data base files, Commands Study, Expression and functions, Set Commands, Sorting, and Indexing. **(4 hours)**

## SUGGESTED READINGS:

- Rao, P. N., & Reghu, M. (2022). *Computer Fundamentals and Applications*. 7th ed. New Age International, New Delhi.
- Sinha, P. K., & Sinha, P. (2023). *Computer Fundamentals*. 12th ed. BPB Publications, New Delhi.
- Agarwal, A., & Agarwal, S. (2021). *Computer Basics: Concepts and Applications*. 8th ed. Vikas Publishing House, New Delhi.
- Bhardwaj, A., & Gupta, M. (2022). *Introduction to Computers and Information Technology*. 6th ed. Pearson Education, New Delhi.
- Kumar, R. (2023). *Computer Applications in Business*. 5th ed. McGraw Hill Education, New Delhi

<b>BBA II<sup>nd</sup> Year</b>	<b>(Code- -----)</b>		<b>Semester-III</b>		
	<b>MANAGEMENT PARADIGM FROM BHAGWAT GEETA</b>		<b>L-2, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	02	24

**Course Objectives:** To provide a good introduction to Ancient Indian wisdom using Gita as a vehicle and identify some of the commonly felt problems that individuals, organizations and the society faces. Students will illustrate the usefulness of Gita in addressing some of these problems. Demonstrate how alternative world views and paradigms of management could be developed with knowledge of Ancient Indian wisdom such as Gita.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand spirituality in business and its relevance in modern society.	<b>PO.1, PO.3</b>	<b>Remember, Understand</b>
<b>CO2</b>	Learn teachings of the Bhagavad Gita and their influence on leadership.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand</b>
<b>CO3</b>	Gain insights into leadership and performance principles from the Gita.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO4</b>	Develop self-management skills through mindfulness and values.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand, Apply</b>
<b>CO5</b>	Explore sustainability and creative destruction's impact on business and growth.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>

## DETAILED SYLLABUS:

- **UNIT I- Spirituality in Business and Workplace:** Current Challenges in Business Management & Society-Current problems in Business Management, Issues of personal satisfaction, motivation & inspiration, Societal Challenges, Way forward; Relevance of Ancient Indian Wisdom for contemporary society- Some aspects of learning and understanding Ancient Indian Literature, Three dimensional nature of Ancient Indian Literature; Spirituality in Business, The notion of Spirituality-The concept of Spirituality, Reconciling the “world outside” with the “world within”, The conceptualization of God – Universe – Living Beings. **(6 hours)**
- **UNIT II- Bhagavad Gita & its relevance:** Introduction to Bhagavad Gita – Brief storyline of Mahabharata - Message of the Bhagavad Gita Context of Kurukshetra War – The anguish of Arjuna – Counsel by Sri. Krishna – Key teachings of the Bhagavad Gita – Karma Yoga, Jnana Yoga and Bhakti Yoga; Gita’s influence on Great Leaders; Relevance of Mahabharata for modern times. **(4 hours)**
- **UNIT III- Perspectives on Leadership and Work:** Failed Leadership: Causes & Concerns-Arjuna’s predicament and arguments for no war, Krishna’s response, Issues & implications for Leadership; Leadership Perspectives in the Gita- Existing theories in Leadership, Level 5 leadership (Jim Collins), Inspirational Leadership ideas in Gita; Axioms of Work & Performance, The Notion of Meaningful Work Alternative Perspectives on Work & Performance, Gita’s Paradigms on Work, The Paradox of Work & No work, Discovering the Joy of Work. **(4 hours)**
- **UNIT IV- Perspectives on Self-Management:** Mind as a key player in an individual- The problem of mental stress, Understanding the mind & its ways, Diagnosing some of the personal problems that we face, Notion of building stronger inner-self; Meditation as a tool for self-management-Role of Meditation in winning over the mind, Role of Yoga in improving managerial performance; Role of Yoga in addressing stress & burnout of managers, Mind as a key player in an individual, Self- Management by understanding the world within- The issue of winning over the mind, Understanding the “World within”; Values & their role in Self- management, Shaping the personality through Trigunas. **(6 hours)**
- **UNIT V- Perspectives on Life and Society:** Perspectives on Sustainability-The Vexing problem of Sustainability, The Paradigm of Yajna: The cardinal principle of sustainability, Implications for Business, Environment & Ecology; Death as a creative destruction process - The notion of death, Unique assumptions about death & its relevance for living, Implications for Business, Innovation, Change Management and Growth; Law of Conservation of Divinity, Conclusions. **(4 hours)**

## SUGGESTED READINGS:

- Swami Ranganathananda, (2001), *“Universal Message of the Bhagavad Gita”*, 3 Volumes, Advaita Ashrama, Kolkata.
- Swami Dayananda Saraswati, (2007), *“The value of values”*, Arsha Vidya Research & Publication Trust, Chennai.
- Swami Chinmayananda, (1996), *“Holy Geeta”*, Central Chinmaya Mission Trust, Mumbai.
- Geus, A. (1997), *“The Life Span of a Company: Chapter 1 in The Living Company”*, Nicholas Brealey Publishing, London, pp. 7 – 19.
- Beer, S. (1994). *“May the Whole Earth be Happy: Loka Samastat Sukhino Bhavantu”*, Interfaces, 24 (4), 83 – 93.
- Mahadevan, B. (2013). *“Spirituality in Management: Sparks from the Anvil”*, IIM B Management Review, 25 (2).
- Houston, D.J. and Cartwright K.E. (2007), *“Spirituality and Public Service”*. Public Administration Review, Jan. – Feb., 2007, 88 – 102.
- Payne, S.G. (2010). *“Leadership and spirituality: Business in the USA”*, The International Journal of Leadership in Public Services, 6 (2), 68 – 72.
- Poole, E. (2007). *“Organizational Spirituality – A literature review”*, Journal of Business Ethics, 84, pp. 577 – 588.
- Bhattathiri, M.P. *“Bhagavad Gita and Management”*
- Mahadevan, B. (2009). *“Shrimad Bhagavad Gita – Ideas for Modern Management”*, One day Seminar on “Towards a New Paradigm of Business management: Alternative Perspectives from Ancient Indian Wisdom”, IIM Bangalore, December 12, 2009.
- (2012). *“Bhagavad Gita and Management”*, Arsha Vidya News Letter, April 2012, 23–30.
- Ancona, D., Malone, T.W., Orlikowski, W.J. and Senge, P.M. (2007), *“In praise of the incomplete leader”*, Harvard Business Review, 85 (2), 92 – 100.
- Mahadevan, B., (2013). *“Inspirational Leadership: Perspectives from Gītā”*, Chapter 13 in Sanskrit and Development of World Thought, Kutumba Sastry V. (Ed.), D K Print World, New Delhi, pp 199 - 210.
- Mehrotra, R. (2010). *“Work Builds, Charity Destroys”*, Chapter 8 in Ennoble, English course book, Second Year Pre-University, The Karnataka Text Book Society, pp. 63 – 70.

<b>BBA III<sup>rd</sup> Year</b>	<b>(Code- .....)</b>		<b>Semester-III</b>		
	<b>MANAGEMENT INFORMATION SYSTEM M</b>		<b>L-2, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	02	24

**Course Objectives:** The objective program is to provide students with the knowledge and skills to leverage information technology for improving business processes, decision-making, and organizational efficiency.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the role and planning of information systems in business.	<b>PO.1, PO.2</b>	<b>Remember, Understand</b>
<b>CO2</b>	Analyze MIS structure and its support for decision-making.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Learn system concepts and the System Development Life Cycle.	<b>PO.1, PO.2, PO.3, PO.5</b>	<b>Remember, Understand</b>
<b>CO4</b>	Gain practical knowledge of hardware, software, and databases.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand</b>
<b>CO5</b>	Explore ERP systems, CRM, and database management for efficiency.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand</b>

## DETAILED SYLLABUS:

- **UNIT I- Information Systems:** Definition of Information Systems; Management levels as a Framework for Information Systems; Information System Planning Strategies and Methods; Business Systems Planning (BSP), Critical Success Factors (CSF), Ends/Means (E/M) Analysis. **(6 hours)**
- **UNIT II- Management Information System:** Definition of Management Information System- Its Elements, Objectives, Structure; Making MIS Efficient and Effective, Limitations of MIS. MIS support for planning, Organizing and controlling - Structure of MIS - Information for decision -making. **(4 hours)**
- **UNIT III- Systems Concepts:** Concept of System - Characteristics of System - Systems classification - Categories of Information Systems - Strategic information system and competitive advantage. System Development Life Cycle: Problem Definition, Feasibility Study, Systems Analysis, System Design, Implementation and Maintenance. **(4 hours)**
- **UNIT IV- Hardware & Software:** Overview of (i) Computer Hardware, (ii) Computer Software (iii) File and Database Management Systems (iv) Computer Communications (v) Internet and Intranet. Actual Use and Practical Application of Various Programmes in Computer Lab. **(4 hours)**
- **UNIT V- Enterprise Resource Planning:** Enterprise Resource Planning (ERP), Advantages of ERP, Challenges of ERP, ERP and Related Technologies: Customer Relationship Management (CRM). Database management systems, advantages of Database approach, Queries, Designing of Database, Database Administration, Commercial database. **(6 hours)**

## SUGGESTED READINGS:

- O'Brien, J. A., & Marakas, G. M. (2022), *Introduction to Information Systems* (16th ed.). McGraw-Hill Education.
- Laudon, K. C., & Laudon, J. P. (2021), *Management Information Systems: Managing the Digital Firm* (17th ed.). Pearson.
- Jawadekar, W. S., & Dubey, S. S. (2020), *Management information systems: Text and cases* (6th ed.). McGraw Hill Education.
- Sadagopan, S. (2014), *Management information systems* (2nd ed.). Prentice Hall India Learning.
- Chakrabarty, U. K., (2010), *Management Information System for Industrial Safety Health & Environment*, Macmillan Publisher.

## BACHELOR OF BUSINESS ADMINISTRATION (BBA)

### 4<sup>th</sup> SEMESTER

Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
DSCC		Business Research Methodology	4	0	0	4	30	70	100
		Business Finance	3	1	0	4	30	70	100
		Managerial Economics	4	0	0	4	30	70	100
		Entrepreneurship Development	2	0	0	2	30	70	100
		International Business	2	0	0	2	30	70	100
VAC		Ethics and Responsibility	2	0	0	2	30	70	100
SEC		Comprehensive Viva- voce				2	30	70	100
<b>TOTAL</b>			<b>17</b>	<b>1</b>	<b>0</b>	<b>20</b>	<b>210</b>	<b>490</b>	<b>700</b>

*Note: - Summer Training / Internship for 6 - 8 weeks in the industry or corporate world / Research or Academic Institute shall be compulsory for all students immediately after 4<sup>th</sup> Semester Examinations. This component will be evaluated during the 5<sup>th</sup> semester in their summer training/internship report file.*

<b>BBA</b> <b>II<sup>nd</sup> Year</b>	<b>(Code- -----)</b>		<b>Semester-IV</b>		
	<b>BUSINESS RESEARCH METHODOLOGY</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** This course aims to develop students' understanding of various research methods and techniques, providing them with the skills to design, conduct, and analyze research studies. It also focuses on enabling students to critically evaluate research and apply findings to real-world situations, equipping them with the knowledge to effectively communicate their results.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Prepare a detailed research plan covering all essential aspects of a research project.	<b>PO.1, PO.5</b>	<b>Remember, Understand</b>
<b>CO2</b>	Construct and administer effective research instruments like questionnaires.	<b>PO.1, PO.2</b>	<b>Remember, Understand, Apply</b>
<b>CO3</b>	Execute data collection strategically to gather relevant information.	<b>PO.1, PO.2</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Apply advanced statistical techniques for data interpretation.	<b>PO.1, PO.2, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO5</b>	Draft comprehensive research reports tailored to specific audience needs.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand, Apply</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction:** Introduction, Definition, Importance, Scope and Limitations of Research, Objectives, Types of Research. Research Plan and Designing Research. (10 hours)
- **UNIT II- Sampling:** Introduction to Sampling, Principles of Sampling, Types, Sampling Process, Sampling Designs, sample size, Application of Sampling, Attitude Measurement, Types of Scales for Attitude Measurement. Uni-dimensional and Multi-dimensional scales; Measurement Scales- Nominal, Ordinal, Interval, Ratio. (10 hours)
- **UNIT III- Data Collection:** Secondary and Primary Data Collection- Introduction to Secondary Data Source and their types. Formulation of research design, Questionnaire Design and Construction, Methods of Data Collection, Data preparation- validation, Tabulation and Cross Tabulation of Data. (10 hours)
- **UNIT IV- Data Analysis:** Analysis and Preparation: Hypothesis testing – statistical significance, statistical testing procedure- Types of tests- parametric and non-parametric tests. Tests of significance -Simple Correlation –Regression. (10 hours)
- **UNIT V- Report Writing:** Presentation and Follow –Through –Role of the report, Type of the reports, Contents of the reports, personal presentation of the report. (8 hours)

## SUGGESTED READINGS:

- Kothari, C.R. (2019). *"Research Methodology: Methods & Techniques."* 4th ed. New Age International Publishers.
- Gupta, Dr. Sanjeev, Tripathi, Dr. Ruchio, et al. (2020). *"Research Methodology."* 1st ed. SBPD Publication.
- Gupta, Santosh (2018). *"Research Methodology and Statistical Techniques."* 2nd ed. Deep & Deep Publication.
- Cooper, D.R., & Schindler, P.S. (2019). *"Business Research Methods."* 13th ed. McGraw-Hill Education.
- Creswell, J.W. (2018). *"Research Design: Qualitative, Quantitative, and Mixed Methods Approaches."* 5th ed. Sage Publications.
- Sekaran, U., & Bougie, R. (2019). *"Research Methods for Business: A Skill-Building Approach."* 7th ed. Wiley.

<b>BBA</b> <b>II<sup>nd</sup> Year</b>	<b>(Code- -----)</b>		<b>Semester-IV</b>		
	<b>BUSINESS FINANCE</b>		<b>L-3, T-1, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The course aims to provide students with a comprehensive understanding of financial management principles and practices. It seeks to develop students' ability to make informed financial decisions by analyzing financial statements, understanding the cost of capital, managing working capital, and evaluating investment opportunities.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the fundamental concepts of financial management and their significance in business.	<b>PO.1</b>	<b>Remember, Understand</b>
<b>CO2</b>	Grasp the types and importance of leverage and concepts like capitalization with numerical applications.	<b>PO.1, PO.2</b>	<b>Remember, Understand, Apply</b>
<b>CO3</b>	Manage working capital efficiently by controlling cash, receivables, and inventory.	<b>PO.1, PO.2</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Understand the principles of working capital management and their application in business.	<b>PO.1, PO.2</b>	<b>Remember, Understand</b>
<b>CO5</b>	Apply capital budgeting techniques for sound long-term investment decisions.	<b>PO.1, PO.2, PO.3, PO.5</b>	<b>Remember, Understand, Apply</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Business Finance:** Meaning, nature, and scope of business finance; Objectives of financial management; Financial decisions: Investment, financing, and dividend decisions; Risk and return trade-off; Role of financial manager in business. (10 hours)
- **UNIT II- Leverage:** Meaning, importance, scope of leverage; Types of leverages- Operating, Financial & Combined leverage. Meaning of Capitalization, over and Under Capitalizations -their Cause and Remedies. Numerical thereon. (10 hours)
- **UNIT III- Cost of Capital:** Concept and significance of cost of capital; Computation of cost of debt, equity, preference shares, and retained earnings; Weighted average cost of capital (WACC). (10 hours)
- **UNIT IV- Working Capital Management:** Meaning and significance of working capital; Factors affecting working capital requirements; Working capital cycle; Management of cash, receivables, and inventory; Working capital financing: Sources of short-term finance. Numerical thereon. (10 hours)
- **UNIT V- Capital Budgeting:** Meaning and importance of capital budgeting; Types of capital budgeting; Techniques of capital budgeting. Numerical thereon. (8 hours)

## SUGGESTED READINGS:

- Khan, M.Y., and Jain, P.K. (2018). *Financial Management: Text, Problems, and Cases*. 8th ed. McGraw Hill Education, New Delhi.
- Pandey, I.M. (2015). *Financial Management*. 11th ed. Vikas Publishing House, New Delhi.
- Chandra, P. (2017). *Financial Management: Theory and Practice*. 9th ed. Tata McGraw-Hill, New Delhi.
- Srivastava, R.M., and Misra, A. (2018). *Financial Management*. 3rd ed. Oxford University Press, New Delhi.
- Ross, S.A., Westerfield, R.W., and Jaffe, J. (2019). *Corporate Finance*. 12th ed. McGraw-Hill Education

<b>BBA</b> <b>II<sup>nd</sup> Year</b>	<b>(Code- -----)</b>		<b>Semester-III</b>		
	<b>MANAGERIAL ECONOMICS</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The objective of the course is to acquaint the students with the concept of economics dealing with consumer behavior. The course also makes the student understand the supply side of the market through the production and cost behavior of firm.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand managerial economics concepts and business firm objectives.	<b>PO.1</b>	<b>Remember, Understand</b>
<b>CO2</b>	Analyze the demand determinants and measuring price elasticity of demand.	<b>PO.1, PO.2</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Analyze production functions, cost analysis, and apply these concepts in decision-making.	<b>PO.1, PO.2, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Comprehend national income measurement and Keynesian income determination.	<b>PO.1, PO.2</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO5</b>	Analyze balance of payments, monetary and fiscal policies, and business cycle theories.	<b>PO.1, PO.2, PO.3, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>

## DETAILED SYLLABUS:

- **UNIT I- The Nature & Scope of Managerial Economics:** Definition & Scope; Types of Managerial Decisions; Objectives of Business Firms- Profit maximization, Cost minimization, Sales maximization, Value maximization of the firm. **(10 hours)**
- **UNIT II- Market Forces:** Demand and Supply, Analysis of Individual Demand & Market Demand; Elasticity of Demand, Determinants of Demand, Law of Demand and Exceptions to the Law of Demand; Supply Analysis, Determinants of Supply, Law of Supply; Elasticity of Supply. **(10 hours)**
- **UNIT III- Theory of Production and Cost Analysis:** Production Functions- The Laws of Production and Returns, Optimal Input Combination, ISO- Product Curves; Cobb-Douglas Production Function; Cost-Concepts, Cost Output Relation, Economies of Scale, Break-Even Analysis; Application of the Concept in Financial and Marketing Decisions. **(10 hours)**
- **UNIT IV- National Income: Concept & Measurement:** Basic Concepts and Definition of National Income- Measures of National Income, Income Determination- Keynes' Two- Sector Basic Model; Concept of Investment Multiplier- Assumptions, Leakages & Importance of the Concept **(10 hours)**
- **UNIT V- Balance of Payments:** Introduction to Balance of Payments, its components; Money Supply, Monetary Policy, Fiscal Policy; Business Cycles; Phases of Business Cycles- Theories of Business Cycles. **(8 hours)**

## SUGGESTED READINGS:

- Ahuja, H. L. (2022). *Managerial Economics: Analysis of Managerial Decision Making*. 10th ed. S. Chand & Company, New Delhi.
- Mithani, D. M. (2021). *Managerial Economics: Theory and Applications*. 8th ed. Himalaya Publishing House, Mumbai.
- Jhingan, M. L., & Stephen, J. K. (2023). *Managerial Economics*. 10th ed. Vrinda Publications, New Delhi.
- Varshney, R. L., & Maheshwari, K. L. (2022). *Managerial Economics*. 23rd ed. Sultan Chand & Sons, New Delhi.
- Reddy, P. N., & Appanniah, H. R. (2021). *Principles of Business Economics*. 12th ed. Himalaya Publishing House, Mumbai.
- Mishra, S. K., & Puri, V. K. (2023). *Economic Environment of Business*. 8th ed. Himalaya Publishing House, Mumbai.
- Stiglitz, J. E., & Walsh, C. E. (2006). *Principles of microeconomics*. 4th ed. W.W. Norton & Company.

<b>BBA</b> <b>II<sup>nd</sup> Year</b>	<b>(Code- -----)</b>		<b>Semester-IV</b>		
	<b>ENTREPRENEURSHIP DEVELOPMENT</b>		<b>L-2, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	02	24

**Course Objectives:** The course objective of the subject Entrepreneurship Development is to equip students with the knowledge and skills required to create and manage successful business ventures. The course aims to equip students with the knowledge, skills, and mindset necessary to embark on entrepreneurial ventures, contribute to innovation and economic growth, and navigate the challenges and opportunities of the dynamic business environment.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand entrepreneurship concepts and their role in economic development.	<b>PO.1, PO.5</b>	<b>Remember, Understand</b>
<b>CO2</b>	Develop critical thinking and skills for evaluating business opportunities.	<b>PO.1, PO.2, PO.5</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO3</b>	Analyze financial statements and funding sources for informed decisions.	<b>PO.1, PO.2 PO.3</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Build-up marketing strategies to launch and grow a business.	<b>PO.1, PO.2, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO5</b>	Manage challenges of scaling a business, including leadership and operations.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>

## DETAILED SYLLABUS:

- **UNIT I: Introduction to Entrepreneurship:** Definition of entrepreneurship, Evolution of entrepreneurship, Role of entrepreneurship in economic development and growing startups, Characteristics of successful entrepreneurs, Different types of entrepreneurship (small business, social, corporate, etc.). **(4 hours)**
- **UNIT II: Ideation and Opportunity Recognition:** Creativity and idea generation, Market research and analysis, Identifying and evaluating business opportunities, Feasibility study and business planning, Intellectual property and legal considerations, Industry competition and environment analysis. **(4 hours)**
- **UNIT III: Entrepreneurial Finance and Funding:** Basics of accounting and financial statements, Funding sources (equity, debt, grants, etc.), Financial forecasting and budgeting, Valuation and investor relations, Financial management and control. **(6 hours)**
- **UNIT IV: Marketing and Sales for Entrepreneurial Ventures:** Marketing strategies and tactics, Segmentation, targeting, and positioning, Branding and advertising, Sales management and customer relationship management, E-commerce and digital marketing. **(6 hours)**
- **UNIT V: Scaling and Growth Strategies for Entrepreneurial Ventures:** Managing growth and scalability challenges, Leadership and team-building, Operations management and process improvement, Strategic planning and execution, Exit strategies and succession planning . **(4 hours)**

## SUGGESTED READINGS:

- Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2020). *Entrepreneurship* (11th ed.). McGraw-Hill Education.
- Cardon, M. S. (2018). *Entrepreneurship: A real-world approach* (3rd ed.). Sage Publications.
- Neck, H. M., & Greene, P. G. (2018). *Entrepreneurship: The practice and mindset* (2nd ed.). Sage Publications.
- Timmons, J. A., Spinelli, S., & Zacharakis, A. (2018). *New venture creation: Entrepreneurship for the 21st century* (11th ed.). McGraw-Hill Education.
- DeTienne, D. R., & Chandler, G. N. (2019). *Opportunity identification and entrepreneurship: A process perspective*. Edward Elgar Publishing.

<b>BBA</b> <b>II<sup>nd</sup> Year</b>	<b>(Code- -----)</b>		<b>Semester-IV</b>		
	<b>INTERNATIONAL BUSINESS</b>		<b>L-2, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	02	24

**Course Objectives:** The course aims to expose students to the concept, importance, and dynamics of international business, particularly focusing on India's involvement in global operations. It covers globalization's impact on business complexity, international trade theories, policies, trade organizations, the international financial environment, contemporary issues in international operations, and methods for trade promotion and foreign investment encouragement.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand international business complexities, globalization's impact, and entry modes.	<b>PO.1, PO.2, PO.4</b>	<b>Remember, Understand</b>
<b>CO2</b>	Analyze trade theories, policies, and global trade organizations like WTO and IMF.	<b>PO.1, PO.2, PO.4</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Assess factors affecting exchange rates, government interventions, and rate determination theories.	<b>PO.1, PO.2, PO.4</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Examine the international financial environment, including foreign exchange markets and investments.	<b>PO.1, PO.2, PO.4</b>	<b>Remember, Understand</b>
<b>CO5</b>	Critically evaluate issues in international business operations, including organizational structures, outsourcing, and IT's role.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction:** International business contrasted with domestic business-complexities of international business; Internationalization Stages - EPRG Framework. Modes of entry into international business. International Business Environment: National and foreign environments and their Components - economic, cultural and political-legal environments. **(4 hours)**
- **UNIT II- Trade Theories:** Theories of international trade-Theories of International Trade Mercantilists, Absolute Cost and Comparative Advantage, Factor Proportions, Neo-factor Proportions Theories, Country Similarity Theory; Intra-industry Trade, TRIPS & TRIM policy, Tariff and Non-Tariff Barriers in Global Businesses. **(6 hours)**
- **UNIT III- Introduction to Foreign Direct Investment:** Introduction Foreign Direct Investment in the World Economy, Trends in FDI Theories of Foreign Direct Investment, Greenfield and Brownfield FDI, Benefits and Costs of FDI, International Institutions-WTO – Its objectives, principles, organizational structure and functioning; WTO and Developing Countries; World Bank- & its group, IMF, IFC and the Liberalization of FDI, CAGE Model. **(4 hours)**
- **UNIT IV- Economic Integration:** Economic indicators and their impact on international business decisions, Regional Economic Integration and Trade Blocs, Basic Principles of Multilateral Trade Negotiations, Instruments of Trade Regulation, FDA, custom union, common market economic union, Emerging Markets and Developing Economies. Foreign investments - types and flows; Foreign investment in Indian perspective. **(4 hours)**
- **UNIT V- Emerging Trends in International Business:** Organizational structure for international business operations; Contemporary Issues in International Business: Environmental and Labor issues; Outsourcing and its potentials for India; Implications of Brexit on international business laws, the rise of digital platforms, and ecommerce. Re-shoring and Nearshoring Trend, Impact of pandemic on International Business. **(6 hours)**

## SUGGESTED READINGS:

- Hill, Charles W.L., & Jain, Arun Kumar (2020). *"International Business."* 11th ed. Tata McGraw-Hill, New Delhi.
- Johnson, Derbe, & Turner, Colin (2017). *"International Business: Themes & Issues in the Modern Global Economy."* 2nd ed. Routledge, London.
- Cherunilam, Francis (2018). *"International Business: Text and Cases."* 9th ed. Prentice Hall of India Ltd.
- Daniels, John D., Radebaugh, Lee H., & Sullivan, David P. (2018). *"International Business."* 16th ed. Pearson Education.
- Justin, Paul (2016). *"International Business."* 2nd ed. Prentice Hall of India Ltd.
- Czinkota, Michael R., et al. (2019). *"International Business."* 8th ed. Fort Worth: The Dryden Press.
- Reserve Bank of India (RBI) (2020). *"Report on Currency & Finance."* Various issues.
- Griffin, Ricky W., & Pustay, Michael W. (2019). *"International Business: A Managerial Perspective."* 9th ed. Prentice Hall.

<b>BBA</b> <b>II<sup>nd</sup> Year</b>	<b>(Code- -----)</b>		<b>Semester-IV</b>		
	<b>ETHICS AND RESPONSIBILITY</b>		<b>L-2, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	02	24

**Course Objectives:** The primary objective of this course is to develop a strong ethical foundation among students, enabling them to recognize, analyze, and resolve ethical dilemmas in personal, professional, and organizational contexts. It aims to cultivate moral reasoning, responsible decision-making, and socially accountable behavior through the understanding of ethical theories, corporate responsibility, professional codes of conduct, and emerging issues in technology and globalization.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Differentiate between ethics, morality, and law and their role in personal and professional life.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand</b>
<b>CO2</b>	Analyse ethical issues in business and understand CSR principles and corporate governance.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Demonstrate ethical responsibility in workplaces, addressing discrimination, harassment, and whistleblowing.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Examine ethical challenges in cybersecurity, AI, social media, and e-commerce.	<b>PO.1, PO.2, PO.3, PO.5</b>	<b>Remember, Understand</b>
<b>CO5</b>	Explore ethical dilemmas in international business, sustainability, and corporate scandals.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Ethics:** Meaning, Importance, and Relevance; Ethics vs. Morality vs. Law; Theories of Ethics: Deontological Ethics (Kantian Ethics) Utilitarianism (Consequentialism), Virtue Ethics (Aristotle), Ethics of Care, Ethical Decision-Making Frameworks, Role of Ethics in Personal and Professional Life. **(4 hours)**
- **UNIT II- Business Ethics and Corporate Social Responsibility (CSR):** Meaning and Scope of Business Ethics; Ethical Issues in Business: Bribery, Fraud, Insider Trading, and False Advertising; Corporate Social Responsibility (CSR): Concept, Evolution, and Importance; Triple Bottom Line Approach (People, Planet, Profit) Case Studies on CSR Initiatives; Corporate Governance and Ethical Leadership Sustainability and Ethical Supply Chain Practices. **(6 hours)**
- **UNIT III- Professional Ethics and Workplace Responsibility:** Ethical Responsibilities in Different Professions (Management, Law, Medicine, Engineering, Finance). Code of Conduct and Ethical Guidelines in the Workplace, Workplace Ethics: Discrimination, Harassment, and Diversity, Whistleblowing and Protection Mechanisms, Ethical Leadership and Decision-Making, Role of HR in Promoting Ethical Practices, Ethical Challenges in Remote Work and the Gig Economy. **(4 hours)**
- **UNIT IV- Ethics in Digital and Technological Space:** Digital Ethics: Importance and Key Principles, Cybersecurity and Data Privacy Concerns, Ethical Challenges in Artificial Intelligence and Automation, Social Media and Digital Marketing Ethics, Ethical Issues in E-Business and E-Commerce, Case Studies on Ethical Dilemmas in the Digital World. **(4 hours)**
- **UNIT V- Global Ethics, Environmental Responsibility, and Case Studies:** Ethics in International Business and Trade; Ethical Challenges in Globalization and Cultural Sensitivity; Environmental Ethics and Sustainability; Human Rights and Labor Ethics; Real-World Case Studies: Corporate Scandals (e.g., Enron, Volkswagen, Facebook Data Privacy); Ethical Leadership and Decision-Making Scenarios; Resolving Ethical Dilemmas through Case-Based Learning. **(6 hours)**

## SUGGESTED READINGS:

- Modh, S. (2015). *Discover the Arjuna in You: An 18-Step Guide for Self-Awareness*. Jaico Publishing House.
- Schur, M. (2022). *How to Be Perfect: The Correct Answer to Every Moral Question*. Simon & Schuster.
- Dominic, K. V. (2018). *Sanchita Karma and Other Tales of Ethics and Choice from India*. Modern History Press.
- Pandikattu, K. (2022). *Business Ethics: Textbook of Concepts and Cases*. Written Words.
- Bilimoria, P., & Rayner, A. (Eds.). (2024). *The Routledge Companion to Indian Ethics: Women, Justice, Bioethics and Ecology*. Routledge.

<b>BBA</b> <b>II<sup>nd</sup> Year</b>	<b>(Code- -----)</b>		<b>Semester-IV</b>		
	<b>COMPREHENSIVE</b> <b>VIVA-VOCE</b>		<b>L-0, T-0, P-2</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30	70	100	02	00

**Course Objectives:** The course aims to raise awareness of current trends and research in related topics. Students are assigned a topic to prepare and present a seminar report, evaluated by examiners through presentations and viva-voce. This process assesses their knowledge depth, presence of mind, and identifies areas for improvement through targeted questioning and feedback.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>
<b>CO1</b>	Gain the communication skills and develop the ability to communicate with another person.	<b>PO.2, PO.3, PO.4</b>
<b>CO2</b>	Understand ethical issues in business trends, researches and other related topics.	<b>PO.1, PO.2, PO.3</b>
<b>CO3</b>	To illustrate, assess their communication, presentation skills, and overall impression.	<b>PO.2, PO.3, PO.4</b>
<b>CO4</b>	Explore the connection between university study and life enrichment, lifelong learning, and civic responsibility.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>

### **COMPREHENSIVE VIVA-VOCE**

The comprehensive viva-voce is scheduled on the topics related to Subject matter, Trade, Industry, Commerce, Corporate world and Corporate Affairs lasting approximately for 10- 15 minutes followed by the question answer session. The marks shall be awarded by the Expert appointed by the Dean in order to judge the understanding as well as application of the knowledge gained by the students by the end of semester of the course. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to digest what is being taught in that semester and see their relevance not only in the practical field but also their inter relationship.

## BACHELOR OF BUSINESS ADMINISTRATION (BBA)

### 5<sup>th</sup> SEMESTER

Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
DSCC		Business Policy & Strategy	4	0	0	4	30	70	100
		Logistics and Supply Chain Management	4	0	0	4	30	70	100
DSE		<b><u>Specialisation:</u></b> Paper-1	4	0	0	4	30	70	100
		<b><u>Specialisation:</u></b> Paper-2	4	0	0	4	30	70	100
SEC		Summer Internship & Viva-voce				4	30	70	100
<b>TOTAL</b>			<b>16</b>	<b>0</b>	<b>0</b>	<b>20</b>	<b>150</b>	<b>350</b>	<b>500</b>

*Note: Any two DSE Papers as from any one of the following Specialization Groups namely either from Marketing, HRM, Finance, Retail Marketing, International Business Management, or Business Analytics.*

*\* The work on the Dissertation File (Project Report) will start from the 5<sup>th</sup> semester on topic allotted to them or chosen by them and have to present a PPT & give a Viva-Voce on the same in the 6<sup>th</sup> semester.*

#### **DSE-1- Financial Management Group**

- F1- Banking & Insurance
- F2- Working Capital Management
- F3- Financial Institutions & Markets

#### **DSE-2 – Marketing Management Group**

- M1-Customers Relations Management
- M2-Marketing Communication & Advertising
- M3 –Digital Marketing

#### **DSE-3 - Human Resource Management Group**

- H1-Industrial Relations
- H2-Training & Development
- H3 Wages & Salary Administration

#### **DSE-4- Retail Marketing Group**

- R1- Fundamentals of Retailing
- R2- Retail Environment
- R3- Retail Technology & CRM

#### **DSE-5-International Business Management Group**

- IB1- Global Business Environment
- IB2- International Trade Policy & Strategy
- IB3- Transactional & Cross-Cultural Marketing

#### **DSE-6-Business Analytics Group**

- BA1- Introduction to Business Analytics
- BA2- Marketing Analytics
- BA3- Social Media & Web Analytics

<b>BBA III<sup>rd</sup> Year</b>	<b>(Code- -----)</b>		<b>Semester-V</b>		
	<b>BUSINESS POLICY &amp; STRATEGY</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** To provide students with a comprehensive understanding of business policy and strategy, emphasizing the importance and relevance of strategic management in contemporary business environments. To equip students with the knowledge and skills necessary for conducting environmental analyses, both internal and external, enabling them to formulate effective business policies and strategies.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Differentiate between ethics, morality, and law and their role in personal and professional life.	<b>PO.1, PO.4, PO.5</b>	<b>Remember, Understand</b>
<b>CO2</b>	Analyse ethical issues in business and understand CSR principles and corporate governance.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Demonstrate ethical responsibility in workplaces, addressing discrimination, harassment, and whistleblowing.	<b>PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Examine ethical challenges in cybersecurity, AI, social media, and e-commerce.	<b>PO.1, PO.2, PO.4, PO.5</b>	<b>Remember, Understand</b>
<b>CO5</b>	Explore ethical dilemmas in international business, sustainability, and corporate scandals.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Business Policy and Strategy:** Nature & importance of business policy & strategy; Introduction to the strategic management process and related concepts; Characteristics of corporate, business & functional level strategic management decisions; Company's vision and mission, need for a mission statement. **(10 hours)**
- **UNIT II- Environmental Analysis for Business Policy Formulations:** Evaluating a Company's External and Internal Environmental Analysis for Creating Business Policy and Strategy, Macro Environmental Factors; Demographic Elements, Political Forces, Economic Elements, Socio-cultural Factors, Technological Issues. Industry analysis; Stages of Industry Life Cycle. **(10hours)**
- **UNIT III- Strategy Formulation:** Strategy Formulation; Business-Level, Functional Level Strategy, Strategy Analysis and Choices Competitive Analysis and Advantages: Generic Strategies, Choice Based Strategies, Tailoring Strategy to Fit Specific Industry, Strategy for Leaders, Challengers, Weak Crisis Businesses. **(10 hours)**
- **UNIT IV- Alternative Strategy Development:** Creating Value through Intensive Growth Strategies. Integration Strategies, Diversification Strategies, Using Offensive and Defensive Strategies. Outsourcing Strategies, Growth and Drivers of Outsourcing. Market Diversification Strategies. **(8 hours)**
- **UNIT V- Strategy Implementation and Corporate Ethics:** Strategy and Organisational Structure, Different Types of Organisational Structure, Organisational Resource Allocation, Developing Functional Strategies. Crafting Social Responsibility, Social and Ethical Responsibilities of Corporate Organisations. **(10 hours)**

## SUGGESTED READINGS:

- Pearce, J.A. & Robinson, R.B. *Strategic Management: Formulation Implementation and Control*. McGraw Hill Education
- Kazmi, A. *Strategic Management and Business Policy*. McGraw Hill Education
- Thompson and Strickland -*Strategic Management Concept and cases*
- Ansoff, H Lgor -*Corporate Strategy*
- Charles W L Hill and G R Jones -*Strategic Management Theory*
- Thomos L Wheelen and J D Hunger -*Strategic Management*

<b>BBA</b> <b>III<sup>rd</sup> Year</b>	<b>(Code- .....)</b>		<b>Semester-V</b>		
	<b>LOGISTICS &amp; SUPPLY CHAIN MANAGEMENT</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** It aims to develop the skills necessary to plan, manage, and optimize logistics operations and supply chain networks effectively. By exploring transportation systems, warehousing, information systems, emerging technologies, and performance measurement tools, students will learn to enhance efficiency, reduce costs, improve customer service, and create value across the supply chain.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Analyze the principles, components, and competitive advantages of logistics and supply chain management.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO2</b>	Utilize technologies like RFID, WMS, and automation for inventory, warehousing, and material handling.	<b>PO.1, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Assess transportation modes, networks, and containerization in logistics and supply chain decisions.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO4</b>	Use LIS and IT solutions for efficient supply chain operations and decision-making.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO5</b>	Implement benchmarking, SCOR models, and Lean Six Sigma for operational excellence.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply</b>

## DETAILED SYLLABUS:

- **UNIT I– Introduction to Logistics:** Concepts of Logistics – Evolution – Nature and Importance – Components of Logistics Management- Competitive advantages of Logistics – Functions of Logistics management –Principles – Logistics Network- Integrated Logistics system, Supply chain management – Nature and Concepts – Value chain- Functions – Supply chain effectiveness – Outsourcing – 3PLs and 4PLs – Supply chain relationships – Customer services. **(10 hours)**
- **UNIT II– Logistics and Supply Chain:** Elements of Logistics and Supply Chain Management – Inventory carrying – Warehousing, Technology in the warehouse: Computerisation, Barcoding, RFID and WMS –Material handling, Concepts and Equipment: Automated Storage and Retrieval Systems –Order Processing – Transportation – Demand Forecasting – Impact of Forecasts on Logistics and Supply Chain Management- Performance measurements. **(10 hours)**
- **UNIT III– Transportation:** Transportation – Position of Transportation in Logistics and Supply Chain Management-Road, Rail, Ocean Transport - Ships- Types- Measurement capacity of ships –shipping information, Air, Transport Multi model transport – containerization – CFS – ICDS Cross Docking- Selection of transportation mode – Transportation Network and Decision –Insurance aspects of logistics. **(10 hours)**
- **UNIT IV– Logistic Information System:** Logistical Information System (LIS) - Operations – Integrated IT solution for Logistics and supply chain management- Emerging technologies in Logistics and Supply Chain Management. Components of a logistic system- Transportation-Inventory carrying-warehousing order processing– Distribution channels- Difference between warehouse and distribution centre. **(10 hours)**
- **UNIT V – Performance:** Performance- Bench marking for supply chain improvement- Dimensions and achieving excellence- Supply Chain Measures – SCOR model- Logistics score board- Activity Based Costing - Economic Value Added Analysis- Balance Scorecard approach- Lean thinking and six sigma approach in Supply Chain. **(8 hours)**

## SUGGESTED READING:

- Chase, R.B., Shankar, R and Jacobs, F.R. (2018) '*Operations Management and Supply Chain Management*', McGraw Hill Publications, 13th edition.
- Chopra, S., & Meindl, P. (2023). *Supply Chain Management: Strategy, Planning, and Operation* (8th ed.). Pearson.
- Linton, T., & Hadfield, R. (2022). *Flow: How the Best Supply Chains Thrive*. McGraw Hill.
- Sarkar, S. (2023). *The Supply Chain Revolution: Innovative Sourcing and Logistics for a Fiercely Competitive World*. Wiley.
- Richards, G. (2023). *Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse* (4th ed.). Kogan Page.

<b>BBA III<sup>rd</sup> Year</b>	<b>(Code- .....)</b>		<b>Semester-V</b>		
	<b>SUMMER INTERNSHIP &amp; VIVA- VOCE</b>		<b>L-0, T-0, P-4</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
	30	70	100	04	00

**Course Objectives:** The subject "Summer Training Report" is designed to enable BBA students to gain practical, hands-on experience in a professional setting. This subject focuses on: Applying theoretical knowledge in real-world business environments, developing critical skills such as problem-solving, teamwork, and adaptability, enhancing understanding of industry practices and organizational dynamics and offering networking opportunities that facilitate career exploration and growth.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>
<b>CO1</b>	Students will apply academic knowledge to real-world business scenarios, enhancing their practical skills.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>
<b>CO2</b>	Students will develop essential professional competencies, including communication, problem-solving, and adaptability.	<b>PO.3, PO.4, PO.5</b>
<b>CO3</b>	Gain insights into industry practices and dynamics, fostering a deeper understanding of the business environment.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>
<b>CO4</b>	Expand professional networks, explore career options, and clarify future career goals.	<b>PO.2, PO.3, PO.4, PO.5</b>

### **INTERNSHIP: SUMMER TRAINING**

Each student is required to undergo 45 – 60 days of training in any organization immediately after completing the fourth semester. A training report on the pattern approved by the teacher in charge of training shall be submitted by the student in duplicate to the teacher in – charge. The student shall have to bear all the expenses on training including traveling and daily maintenance and the expenses on preparation of the training report. There will be no vacation after the fourth-semester examination and students shall proceed to summer training.

## **SPECIALIZATION GROUPS (Semester-V)**

<b>FINANCIAL MANAGEMENT GROUP</b>	
	F1- Banking & Insurance
	F2- Working Capital Management
	F3- Financial Institutions & Markets
<b>MARKETING MANAGEMENT GROUP</b>	
	M1- Customers Relations Management
	M2- Marketing Communication & Advertising
	M3 – Digital Marketing
<b>HUMAN RESOURCE MANAGEMENT GROUP</b>	
	H1-Industrial Relations
	H2-Training & Development
	H3 Wages & Salary Administration
<b>RETAIL MARKETING GROUP</b>	
	R1- Fundamentals of Retailing
	R2- Retail Environment
	R3- Retail Technology & CRM
<b>INTERNATIONAL BUSINESS MANAGEMENT GROUP</b>	
	IB1- Global Business Environment
	IB2- International Trade Policy & Strategy
	IB3- Transactional & Cross Cultural Marketing
<b>BUSINESS ANALYTICS GROUP</b>	
	BA1- Introduction to Business Analytics
	BA2- Marketing Analytics
	BA3- Social Media & Web Analytics

# **FINANCIAL MANAGEMENT GROUP**

<b>BBA III<sup>rd</sup> Year</b>	<b>(Code- F1.....)</b>		<b>Semester-V</b>		
	<b>BANKING &amp; INSURANCE</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** To acquaint the students with the fundamentals of banking. To develop the capability of students for knowing banking concepts & operations. To give through knowledge of banking and insurance operations. To enlighten the students regarding the new concepts introduced in the banking and insurance system.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Gather knowledge on banking and financial system in India.	<b>PO.1, PO.2</b>	<b>Remember, Understand,</b>
<b>CO2</b>	Provide knowledge about commercial banks and its products.	<b>PO.1, PO.2</b>	<b>Remember, Understand,</b>
<b>CO3</b>	Aim to familiarize banking system in India.	<b>PO.1, PO.2</b>	<b>Remember, Understand,</b>
<b>CO4</b>	Enable them to understand better customer relationship.	<b>PO.1, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO5</b>	Create awareness about modern banking services like e-banking, m-banking and internet banking.	<b>PO.1, PO.2, PO.3, PO.5</b>	<b>Remember, Understand, Apply</b>

## DETAILED SYLLABUS:

- **UNIT I- Evolution of Banking:** Origin of World Banking; Meaning, Definition & functions of a bank, Evolution of Banking in India; Indian banking system structure and organization of bank, banking regulation Act. 1949. **(10 hours)**
- **UNIT II- Types of Bank in India:** Central Bank or Reserve Bank of India- Objectives, working & functions, monetary policy, credit control measures & their effectiveness; commercial banks- objectives, working & functions; regional rural banks(RRBs), cooperative banks; developmental banks. **(10 hours)**
- **UNIT III- Technology in Banking:** Need & Importance of Technology in Banking; ATM, Credit Card, Debit Card, Tele-Banking, Net Banking, SWIFT (Society for world Wide Inter-bank Financial Tele-Communication), NEFT (National Electronic Fund Transfer), RTGS (Real Time Gross Settlement), IFSC (Indian Financial System Code), CBS (Core Banking System), IMPS (Immediate Payment Service). **(10 hours)**
- **UNIT IV- Financial Institutions & Types of Market:** Meaning & Function of Financial Institutions; Regulators of Financial Sector in India- RBI, SEBI, IRDAI, NABARD, EXIM; types of market- monetary market, capital market, meaning & nature of monetary & capital market, instruments used in monetary & capital market. **(10 hours)**
- **UNIT V- Introduction to Insurance:** Meaning & Definition of Insurance; Regulator of Insurance body in India; Types of Insurance; General Insurance & Life Insurance; Meaning, need functions & principles of general insurance; meaning, need, functions & principles of Life Insurance. **(8 hours)**

## SUGGESTED READINGS:

- RBI publications on banking reforms and monetary policy updates.
- Annual reports of IRDAI for the insurance sector overview.

## SUGGESTED BOOKS:

- Basu, S. K. (2021). *A Review of Current Banking Theory and Practice*. Mumbai: Macmillan India.
- Mishkin, F. S., & Eakins, S. G. (2023). *Financial Markets and Institutions* (10th ed.). Pearson.
- Hull, J. C. (2023). *Risk Management and Financial Institutions* (5th ed.). Wiley.
- Singh, P. (2023). *Insurance and Risk Management* (3rd ed.). S. Chand Publishing.
- Kothari, M. C., & Bansal, P. (2022). *Modern Banking Technology*. Taxmann Publications.

<b>BBA III<sup>rd</sup> Year</b>	<b>(Code- F2.....)</b>		<b>Semester-V</b>		
	<b>WORKING CAPITAL MANAGEMENT</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The objective of the subject is to educate students about the principles, concepts, and techniques involved in efficiently managing the short-term financial resources of a business. The subject aims to equip students with the knowledge and skills to analyze, plan, and control the components of working capital, such as cash, receivables, and inventory, to ensure the smooth functioning of day-to-day business operations.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the principles and components of working capital and its role in business operations.	<b>PO.1, PO.2</b>	<b>Remember, Understand</b>
<b>CO2</b>	Apply techniques to estimate and manage a firm's working capital needs efficiently.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand, Apply</b>
<b>CO3</b>	Develop strategies for receivables management, credit evaluation, and minimizing bad debts.	<b>PO.1, PO.2, PO.3, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Assess working capital financing options and devise an optimal financing mix.	<b>PO.1, PO.2, PO.3, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO5</b>	Formulate working capital policies and use cash management models for financial stability.	<b>PO.1, PO.2, PO.3, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>

## DETAILED SYLLABUS:

- **UNIT I- Working Capital:** Concept, components, types, functions, significance of working capital, determinants of working capital, principle of working capital management. **(10 hours)**
- **UNIT II- Receivables Management:** Meaning, nature, significance, credit standards, evaluating the credit worthiness of a customer. **(8 hours)**
- **UNIT III- Financing Working Capital:** Various sources of working capital finance (commercial Papers, Factoring, Bank Credit etc.), determining working capital financing mix, new trends in financing of working capital by banks. **(10 hours)**
- **UNIT IV- Working Capital Policies:** Estimation of Firm's Working Capital Needs, Operating Cycle Approach, Working Capital Ratios, Behaviour of Current Assets and Pattern of Financing. **(10 hours)**
- **UNIT V- Management of Cash:** Motives for Holding Cash, Significance, Cash Planning and Budgeting, Management of Cash Collection, Disbursement of Cash, Cash Management Models. Management of Marketable Securities, Purpose of Holding Securities, Determinants. **(10 hours)**

## SUGGESTED READINGS:

- Bhalla, V. K. (2022). *Working Capital Management: Text and Cases*. Anmol Publications Pvt. Ltd.
- Chandra, P. (2023). *Financial Management: Theory and Practice* (11th ed.). McGraw Hill Education.
- Pandey, I. M. (2023). *Financial Management* (12th ed.). Vikas Publishing House.
- Khan, M. Y., & Jain, P. K. (2022). *Financial Management: Text, Problems, and Cases* (9th ed.). McGraw Hill Education.
- Rustagi, R. P. (2022). *Financial Management: Theory, Concepts, and Problems*. Taxmann Publications.

<b>BBA III<sup>rd</sup> Year</b>	<b>(Code- F3.....)</b>		<b>Semester-V</b>		
	<b>FINANCIAL INSTITUTIONS AND MARKETS</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** Understand the structure and functioning of the Indian financial system, including recent reforms and challenges. Familiarize with the roles and functions of regulatory institutions in India, such as RBI, SEBI, IRDA, and PFRDA. Gain insights into the significance and operations of financial markets, with a focus on the Capital Market and Money Market in India.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the Indian financial system, its functioning, and recent reforms.	<b>PO.1, PO.2</b>	<b>Remember, Understand</b>
<b>CO2</b>	Evaluate the roles of key regulatory institutions like RBI, SEBI, and IRDA.	<b>PO.1, PO.2, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Analyze the significance of Money and Capital Markets and their economic linkages.	<b>PO.1, PO.2</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Examine Capital Market operations, including NSE, BSE, and traded instruments.	<b>PO.1, PO.2, PO.3, PO.5</b>	<b>Remember, Understand</b>
<b>CO5</b>	Understand Money Market functions, instruments, and RBI's regulatory role.	<b>PO.1, PO.2, PO.3, PO.5</b>	<b>Remember, Understand</b>

## DETAILED SYLLABUS:

- **UNIT I: Indian Financial System and major Institutions:** Structure of Indian Financial System: An overview of the Indian financial system, major reforms in the last decade: Payment banks, GST, monetary policy, Insolvency and Bankruptcy code; issues in financial reforms and restructuring; future agenda of reforms; Mutual Funds- Introduction and their role in capital market development. Non-banking financial companies (NBFCs). **(10 hours)**
- **UNIT II: Regulatory Institutions in India:** Indian Financial Institutions, RBI, SEBI, IRDA, PFRDA, IDBI, SIDBI, IFCI. **(10 hours)**
- **UNIT III: Financial Markets:** Introduction to Financial Markets in India: Role and Importance of Financial Markets, Types of Financial Markets: Money Market; Capital Market; Factors affecting Financial Markets, Linkages Between Economy and Financial Markets. **(8 hours)**
- **UNIT IV: Capital Market in India:** Capital Markets-functions, organization and instruments. Indian debt market; Indian equity Market- primary and secondary markets; Role of stock exchanges in India. Introduction to Stock Markets, Comparison between NSE and BSE, Primary and Secondary market, Major Instruments traded in stock markets: Equity Shares, Debentures. **(10 hours)**
- **UNIT V: Money Markets in India:** Money Market: Meaning, functions, organization and instruments used in money markets, Segments of money markets, Call Money Markets, Repos and reverse Repo concepts, Treasury Bill Markets, Market for Commercial Paper, Commercial Bills and Certificate of Deposit, Role of central bank in money market; Indian money market- An overview. Primary and Secondary markets for money market instruments role of RBI as regulated in money market. **(10 hours)**

## SUGGESTED READINGS:

- RBI Annual Reports for insights on monetary policy and reforms.
- SEBI handbooks for understanding the regulatory environment.
- Journals like *Economic and Political Weekly* for financial market trends.
- Reports from IRDA and PFRDA for updates on insurance and pension systems.

## SUGGESTED BOOKS:

- Bhole, L. M., & Mahakud, J. (2021). *Financial Institutions and Markets: Structure, Growth, and Innovations* (6th ed.). McGraw Hill Education.
- Pathak, B. V. (2022). *The Indian Financial System: Markets, Institutions, and Services* (6th ed.). Pearson Education.
- Mishkin, F. S., & Eakins, S. G. (2023). *Financial Markets and Institutions* (10th ed.). Pearson Education.
- Fabozzi, F. J., Modigliani, F., & Jones, F. J. (2022). *Foundations of Financial Markets and Institutions* (5th ed.). Pearson Education.
- Khan, M. Y. (2023). *Indian Financial System* (11th ed.). McGraw Hill Education.

# **MARKETING MANAGEMENT GROUP**

<b>BBA III<sup>rd</sup> Year</b>	<b>(Code- M1.....)</b>		<b>Semester-V</b>		
	<b>CUSTOMERS RELATIONS MANAGEMENT</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** To impart knowledge about the evolution and importance of CRM, emphasizing relationship marketing strategies and its significance in modern business. To provide insights into practical CRM implementation, covering business solutions, channel management, project phases, and applications in services, financial services, and e-commerce.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand CRM's evolution, importance, and relationship marketing's role in modern business.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand</b>
<b>CO2</b>	Design and apply CRM strategies, considering segmentation, technology, and organizational structure.	<b>PO.1, PO.2, PO.3, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO3</b>	Evaluate CRM's applications in services, finance, and e-commerce, recognizing its potential for customer engagement.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Comprehend customer loyalty's role, its development process, and impact on reducing churn.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand</b>
<b>CO5</b>	Learn sales force automation's significance for sales efficiency and customer engagement.	<b>PO.1, PO.2, PO.3, PO.5</b>	<b>Remember, Understand</b>

## DETAILED SYLLABUS:

- **UNIT I- Framework:** Conceptual Frame Work of Customer Relationship and Its management, Evolution Customer Relationship Management, Relationship Marketing, Types of CRM-Win Back, Prospecting, Loyalty, and cross sell and up sell. Significance and Importance of CRM in Modern Business Environment. **(10 hours)**
- **UNIT II- Introduction CRM:** Introduction CRM-planning, Strategy for CRM, Process of Segmentation, Choice of Technology, Choice of Organizational Structure for CRM, Understanding Market Intelligent Enterprises. **(10 hours)**
- **UNIT III- Implementation of CRM:** Business Oriented Solutions, Channel management, Five Phases of CRM Projects: CRM in Services, CRM in Financial Services, Use of E-Commerce in CRM, Customer Relationships on the Internet, Supplier. CRM and Data Mining, Information Required for Effective CRM. **(10 hours)**
- **UNIT IV- Concept of Loyalty in CRM:** Definition of Loyalty, Customer Loyalty and customer, Dependency, Process of Developing Customer Loyalty. **(10 hours)**
- **UNIT V- Sales Force Automation:** Sales Process, Activity, Contact, Lead and Knowledge Management. Field Force Automation. Status of CRM in India. **(8 hours)**

## SUGGESTED READINGS:

- Buttle, F., & Maklan, S. (2023). *Customer Relationship Management: Concepts and Technologies* (4th ed.). Routledge.
- Peppers, D., & Rogers, M. (2022). *Managing Customer Relationships: A Strategic Framework* (3rd ed.). Wiley.
- Kumar, V., & Reinartz, W. J. (2018). *Customer Relationship Management: Concept, Strategy, and Tools* (3rd ed.). Springer.
- Dyche, J. (2022). *The CRM Handbook: A Business Guide to Customer Relationship Management* (2nd ed.). Addison-Wesley.
- Sheth, J. N., Parvatiyar, A., & Shainesh, G. (2021). *Customer Relationship Management: Emerging Concepts, Tools, and Applications* (3rd ed.). Tata McGraw Hill.

<b>BBA III<sup>rd</sup> Year</b>	<b>(Code- M2.....)</b>		<b>Semester-V</b>		
	<b>MARKETING COMMUNICATION &amp; ADVERTISING</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The course aims to equip students with the knowledge and skills necessary to develop and execute integrated marketing communication campaigns and advertising strategies. To boost the level of confidence through communication in designing creative strategies with cooperation and level of understanding among students to empower teamwork while working in the real life situations.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Analyze research in advertising and marketing communication.	<b>PO.1, PO.2, PO.4</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO2</b>	Apply advertising concepts for better business outcomes.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand, Apply,</b>
<b>CO3</b>	Assess how positioning, media, and creativity impact advertising effectiveness.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Develop strategies for media planning and buying in business promotions.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand, Apply,</b>
<b>CO5</b>	Evaluate methods to test advertising and marketing communication effectiveness.	<b>PO.1, PO.2, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>

## DETAILED SYLLABUS:

- **UNIT I- Communication Process:** Nature of Communication Process and Its Different Elements, Obstacles in Communication Process, Role of Communication Process in Perception, Learning and Attitude Change, Communication Process in Marketing-Importance and Applications of Communication Process in Marketing, Different Elements of Promotional Mix and Communication Process Relevant to them, Communication Process in Corporate Image Building, Advertising and Consumer Psychology. **(10 hours)**
- **UNIT II- Advertising:** Definition, Objectives, Function, Classifications of Advertising, Advertising as a Tool of Communication, Social and Economic Aspects of Advertising, Advertising Department and Agencies. **(10 hours)**
- **UNIT III-** Setting Advertising objectives, DAGMAR Approach, Continuous Advertising planning Programmed, Message And copy, Message Strategy and Message Design, Elements of Advertisement, Copy, Developing Effective Advertising copy, Creativity and Visualization in Advertising. **(10 hours)**
- **UNIT IV- Media Planning:** Role of Media in Advertising, Comparative Study of different Advertising Media, Media Choice, Allocation of Budget for Advertising, Approaches and Procedures for Determining the Size of the Budget. **(10 hours)**
- **UNIT V-** Social and Economic Aspects of Advertising, Productivity of Advertising, its Contribution to Economic Development and Standard of Living, Ethics and Advertising. **(8 hours)**

## SUGGESTED READINGS:

- Belch, G. E., Belch, M. A., & Purani, K. (2022). *Advertising and Promotion: An Integrated Marketing Communications Perspective* (12th ed.). McGraw Hill Education.
- Batra, R., Myers, J. G., & Aaker, D. A. (2019). *Advertising Management* (5th ed.). Pearson.
- Clow, K. E., & Baack, D. (2021). *Integrated Advertising, Promotion, and Marketing Communications* (9th ed.). Pearson.
- Wells, W., Burnett, J., & Moriarty, S. (2020). *Advertising: Principles and Practice* (9th ed.). Pearson.
- Shah, K., & D'Souza, A. (2023). *Advertising and Integrated Marketing Communications* (2nd ed.). Tata McGraw Hill.

<b>BBA III<sup>rd</sup> Year</b>	<b>(Code-M3.....)</b>		<b>Semester-V</b>		
	<b>DIGITAL MARKETING</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

**Course Objectives:** This course aims to provide students with a comprehensive understanding of digital marketing concepts, strategies, tools, and techniques. It focuses on the significance of digital marketing, the digital marketing landscape, the behavior and expectations of digital consumers, and the practical application of digital marketing tools and strategies

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the fundamentals and evolution of digital marketing.	<b>PO.1</b>	<b>Remember, Understand</b>
<b>CO2</b>	Learn about digital users, marketing strategies, and plan creation in the Indian market.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand</b>
<b>CO3</b>	Gain knowledge of key terms like PPC, SEO, social media, affiliate, email, and mobile marketing.	<b>PO.1, PO.2</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Develop and implement digital advertising strategies using various tools.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand, Apply, Analyze,</b>
<b>CO5</b>	Recognize the role of video marketing and blogging, and analyze marketing case studies.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction:** Fundamentals of Digital marketing & Its Significance, Traditional marketing Vs Digital Marketing, Evolution of Digital Marketing, Digital Marketing Landscape, Key Drivers, Digital Consumer & Communities, Gen Y & Netizen's expectation & influence wrt Digital Marketing. **(10 Hours)**
- **UNIT II- Digital Users in India:** The Digital users in India, Digital marketing Strategy- Consumer Decision journey, POEM Framework, Segmenting & Customizing messages, Digital advertising Market in India, Skills in Digital Marketing, Digital marketing Plan. **(10 Hours)**
- **UNIT III- Terms used in Digital Marketing:** Terminology used in Digital Marketing, PPC and online marketing through social media, Social Media Marketing, SEO techniques, Keyword advertising, Google web-master and analytics overview, Affiliate Marketing, Email Marketing, Mobile Marketing. **(10 Hours)**
- **UNIT IV- Digital Advertising:** Display advertising, Buying Models, different type of ad tools, Display advertising terminology, types of display ads, different ad formats, Ad placement techniques, Important ad terminology, Programmatic Digital Advertising. **(8 Hours)**
- **UNIT V- Video Marketing and Blogging:** Introduction to Video Marketing, Types, Strategy, Need, Benefits and Challenges. Blogs- Meaning, Importance, Issues and Challenges. Case studies on digital marketing. Difference- Traditional marketing and Digital marketing. Benefits and challenges. Tools for effective Digital Marketing. **(10 Hours)**

## SUGGESTED READING:

- Gupta, S. (2021). *Digital marketing* (2nd ed.). McGraw-Hill Education India.
- Chaffey, D., & Ellis-Chadwick, F. (2019). *Digital marketing: Strategy, implementation, and practice* (7th ed.). Pearson India.
- Agarwal, V. (2020). *Digital marketing for beginners: A practical approach*. SAGE Publications India.
- Tuten, T. L., & Solomon, M. R. (2019). *Social media marketing* (3rd ed.). Pearson India.
- Kaur, H. (2021). *Digital marketing: An Indian perspective*. Vikas Publishing House.
- Bharadwaj, D. (2020). *Digital marketing strategies: An Indian context*. Himalaya Publishing House.

# **HUMAN RESOURCE MANAGEMENT GROUP**

<b>BBA III<sup>rd</sup> Year</b>	<b>(Code- H1.....)</b>		<b>Semester-V</b>		
	<b>INDUSTRIAL RELATIONS</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** To enable students to comprehend the nature, scope, and significance of industrial relations, and the key stakeholders involved in the employment relationship. To familiarize students with the history, growth, challenges, and future prospects of trade unions in India, emphasizing their role in representing workers' interests.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the scope and importance of industrial relations in India.	<b>PO.1, PO.2, PO.5</b>	<b>Remember, Understand,</b>
<b>CO2</b>	Evaluate trade unions' growth, challenges, and impact on labor.	<b>PO.1, PO.2, PO.3, PO.5</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO3</b>	Grasp workers' participation in management and its influencing factors.	<b>PO.1, PO.2, PO.3, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Identify and address causes of industrial disputes and related legislation.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO5</b>	Understand labor laws and dispute resolution in industrial relations.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction:** Meaning, Scope and Importance of Industrial relations; Major Participants in Industrial Relations; Role of State; Characteristics of Industrial Relations System in India. **(10 Hours)**
- **UNIT II- Trade Union:** Trade Union Movement in India-Growth, Problems, Recent Trends and Future of Trade Unions in India. **(8 Hours)**
- **UNIT III- Trade Unions in India:** Concept, Objectives, Structure and Functions. Trade unions Act, 1926. Major Problems and issues. Employers Organizations in India. **(10 Hours)**
- **UNIT IV- Workers Participation in Management:** Meaning and Objectives of WPM and Factors Influencing the WPM. Workers Participation in Management in India- an overview. **(10 Hours)**
- **UNIT V- Industrial Disputes:** Nature and Causes, Machinery Provided for investigation, prevention and settlement of Industrial disputes. Industrial Disputes Act, 1947. Review and Appraisal. **(10 Hours)**

## SUGGESTED READINGS

- Monappa, A. (2018). *Industrial Relations and Labour Laws* (4th ed.). Tata McGraw Hill Education.
- Pandit, S. P. (2020). *Industrial Relations and Labour Legislation* (1st ed.). Sage Publications.
- Bhatia, S. K. (2021). *Industrial Relations* (5th ed.). Vikas Publishing House.
- Srivastava, S. (2019). *Industrial Relations and Labour Laws* (5th ed.). Vikas Publishing House.
- Ghosh, B. N. (2020). *Industrial Relations in India* (1st ed.). Oxford University Press.

<b>BBA III<sup>rd</sup> Year</b>	<b>(Code- H2.....)</b>		<b>Semester-V</b>		
	<b>TRAINING &amp; DEVELOPMENT</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** To impart a comprehensive understanding of training concepts and its significance in organizations. To equip students with skills to conduct training needs assessment and design effective training programs. To enable students to evaluate training initiatives and understand emerging trends in training and development.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand training concepts, methods, and their role in organizational development.	<b>PO.1, PO3, PO.5</b>	<b>Remember, Understand</b>
<b>CO2</b>	Identify and assess training needs aligned with organizational goals.	<b>PO.1, PO.2, PO3, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO3</b>	Design and implement effective training programs.	<b>PO.1, PO.2, PO3, PO.4, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO4</b>	Evaluate training effectiveness and its organizational impact.	<b>PO.1, PO.2, PO3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO5</b>	Analyze emerging trends and propose improvements in training practices.	<b>PO.1, PO.2, PO3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction:** Concept of training, Importance of Training, kinds of training, Education, Training-Employment-Development Cycle, System Approach to Training. **(10 Hours)**
- **UNIT II- Training Needs Assessment:** Identifying training & development needs, Assessment of Training Needs (job & the individual), Psychology of Learning and Learned Motivation. **(10 Hours)**
- **UNIT III- Setting up of Training:** Setting of Training Objectives, Training Methods and Aids, Design of Training Programmers, Training and Trainers. **(8 Hours)**
- **UNIT IV- Training Methods:** Stages of training, Various methods of on the job training and off the job training, Training for Special Groups, Executive Development Programmers. **(10 Hours)**
- **UNIT V- Evaluation of Training & Development:** Reasons for evaluation of training, problems of evaluation, criteria for evaluation, steps involved in training, methods for training evaluation, analysis and costing of training. Emerging pattern of training and development in India. **(10 Hours)**

## SUGGESTED READINGS:

- Blanchard, P. N., & Thacker, J. W. (2013). *Effective training: Systems, strategies, and practices* (5th ed.). Pearson Education.
- Noe, R. A. (2020). *Employee training and development* (8th ed.). McGraw-Hill Education.
- Goldstein, I. L., & Ford, J. K. (2019). *Training in organizations: Needs assessment, development, and evaluation* (5th ed.). Cengage Learning.
- Kirkpatrick, D. L., & Kirkpatrick, J. D. (2016). *Evaluating training programs: The four levels* (5th ed.). Berrett-Koehler Publishers.
- Gupta, C. B., & Joshi, V. (2013). *Human resource development* (2nd ed.). Sultan Chand & Sons.

<b>BBA</b> <b>III<sup>rd</sup> Year</b>	<b>(Code- H3.....)</b>		<b>Semester-V</b>		
	<b>WAGES &amp; SALARY ADMINISTRATION</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The course aims to equip students with the knowledge and skills necessary to design, implement, and administer a fair and competitive compensation system. To make students emphasize the alignment of the compensation with individual and organizational performance goals.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand wage systems and their practical applications.	<b>PO.1, PO3, PO.5</b>	<b>Remember, Understand</b>
<b>CO2</b>	Learn salary systems and job evaluation for real-life implementation.	<b>PO.1, PO.2, PO3, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO3</b>	Apply wage systems and incentive plans for better outcomes.	<b>PO.1, PO.2, PO.4, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO4</b>	Formulate wage payment designs aligned with policies and regulations.	<b>PO.1, PO.2, PO3, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO5</b>	Utilize wage-related laws for effective wage system planning.	<b>PO.1, PO.2, PO3, PO.4</b>	<b>Remember, Understand, Apply</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Wages:** Meaning of The Wages, Minimum Wage, Need Based Minimum Wage, Fair Wage, Living Wage, Money wage, Take Home Pay, Theories of Wage Determination, Difference between Wage and Pay. **(10 Hours)**
- **UNIT II- Introduction to Salary:** Meaning of Wage and Salary Administration, Objectives, Principles, Factors Influencing Wage and Salary, Structure and Administration, Wage Levels, Job Evaluation, Wage Differentials. **(10 Hours)**
- **UNIT III- Payment of Wages:** System of Wages Payments-Time System, Piece System, Incentive System, Balance or Debt System, Wage Structure-Basic Wage, Dearness Allowance, Overtime, Concept of Bonus, Profit Sharing, Fringe Benefits, Executive compensation. **(10 Hours)**
- **UNIT IV- Wage Policy:** Cost of living and dearness Allowance, Consumer Price Index Number, Machinery for Wage Fixation, Tribunals, Wage Board, Bipartite Negotiations, Wage Policy in India. **(10 Hours)**
- **UNIT V- Act and Legislation:** Wage Legislation-Introduction and basic Knowledge of the Payment of Wages Act, 1936 the Minimum Wages Act, 1948, The Payment of Bonus Act, 1965. **(8 Hours)**

## SUGGESTED READINGS

- Mamoria, C. B., Gankar, S. V., & Mamoria, S. (2021). *Dynamics of industrial relations* (17th ed.). Himalaya Publishing House.
- Singh, B. D. (2020). *Compensation and reward management* (2nd ed.). Excel Books.
- Rao, P. S. (2022). *Human resource management: Text and cases* (5th ed.). Himalaya Publishing House.
- Garry, D. (2019). *Compensation management* (1st ed.). Sage Publications India.
- Kapoor, N. D. (2021). *Elements of mercantile law* (36th ed.). Sultan Chand & Sons.

# **RETAIL MARKETING GROUP**

<b>BBA III<sup>rd</sup> Year</b>	<b>(Code- R1.....)</b>		<b>Semester-V</b>		
	<b>FUNDAMENTALS OF RETAILING</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The subject's teaching objectives are to equip students with a comprehensive understanding of retailing's fundamentals, including its definition, scope, and characteristics. They'll gain strategic insights into store location planning, proficiency in merchandise decision-making, pricing strategies, and communication techniques.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand retailing's definition, scope, and evolution.	<b>PO.1, PO2</b>	<b>Remember, Understand</b>
<b>CO2</b>	Learn to select optimal retail locations and manage design and merchandising.	<b>PO.1, PO.2, PO3</b>	<b>Remember, Understand</b>
<b>CO3</b>	Make effective merchandise decisions on mix, pricing, branding, and vendors.	<b>PO.1, PO.2, PO3</b>	<b>Remember, Understand, Apply</b>
<b>CO4</b>	Master retail marketing strategies, including communication, pricing, and promotions.	<b>PO.1, PO.2, PO3, PO.4</b>	<b>Remember, Understand, Apply</b>
<b>CO5</b>	Use retail information systems, MIS, and tools like POS and RFID.	<b>PO.1, PO.2, PO3, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Retailing:** Definition, concept and scope and characteristics of Retailing, Evolution of Retailing: Understanding the historical development of retailing and its impact on consumer behaviour, growth of Retailing in India and the global scenario, Store Format-super market, Departmental Store, Malls, Hyper Market, Discount Store, Convenience Store, Specialty Store, Kiosks, neighborhood Store, Non Format Store-Direct Selling, Tele Shopping, E-Marketing, Vending Machine Retailing. **(10 Hours)**
- **UNIT II- Retail Store Location:** Retail Store Location-Planning, Location selection decision process, Analysis of Location decision, Factors affecting site selection and location decision, Retail Store, Shopping Centre, Mall Location, Store design and layout, Interior and exterior design components, Space planning, Visual Merchandising. **(10 Hours)**
- **UNIT III- Merchandise decision:** Merchandise decision-merchandise mix-variety, assortment, branding, quality, Pricing, display. Factors affecting merchandise mix-budget Constraints, space limitations, product turnover rates, stock replenishment, Vendor identification, selection of vendors, Finalization of Vendors. **(10 Hours)**
- **UNIT IV- Retail Pricing:** Retail Pricing-Factors affecting Pricing, Retail Pricing Strategy, Pricing Adjustments, Retail Marketing Communication and Advertising, Choice of Media and Media selection Decision, Retail Sales Promotion, Retail Publicity. **(8 Hours)**
- **UNIT V- E-Retailing & Technology:** E-Commerce Fundamentals, Understanding the principles and practices of online retailing. E-Retailing Strategies, Developing and implementing effective online marketing and sales strategies. E-Commerce Platforms: Understanding different e-commerce platforms and their functionalities. IT Applications in Retail: Utilizing technology to improve retail operations, enhance customer experience, and drive efficiency. **(10 Hours)**

## SUGGESTED READINGS:

- Berman, B., & Evans, J. R. (2020). *Retail management: A strategic approach* (13th ed.). Pearson.
- Pradhan, S. (2021). *Retailing management: Text and cases* (6th ed.). McGraw-Hill Education India.
- Tiwari, B. (2019). *Retail management* (1st ed.). Oxford University Press.
- Levy, M., Weitz, B. A., & Grewal, D. (2022). *Retailing management* (11th ed.). McGraw-Hill Education.
- Newman, A. J., & Cullen, P. (2019). *Retailing: Environment and operations* (2nd ed.). Routledge.

<b>BBA III<sup>rd</sup> Year</b>	<b>(Code- R2.....)</b>		<b>Semester-V</b>		
	<b>RETAIL ENVIRONMENT</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** To provide students with a profound comprehension of the dynamic retail environment, encompassing its economic, socio-cultural, political, legal, regulatory, and technological facets. The syllabus will shed light on the institutional and legal dimensions of the retail business environment, encompassing international sourcing, multinational corporations, and the prospects of retailing in rural India.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand retail dynamics across economic, socio-cultural, legal, and technological aspects.	<b>PO.1, PO2</b>	<b>Remember, Understand</b>
<b>CO2</b>	Analyze global retail forces, international influences, and organizations like the WTO.	<b>PO.1, PO2</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Learn domestic and global retail strategies, including franchising and FDI.	<b>PO.1, PO.2, PO3</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Comprehend retail's economic impact and employment trends across economies.	<b>PO.1, PO.2, PO3</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO5</b>	Understand legal dimensions, international sourcing, and retail in rural India.	<b>PO.1, PO.2, PO3, PO.5</b>	<b>Remember, Understand</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Retail Environment:** Nature, Scope and Significance of Environment, Economic, Socio-cultural, Political, Legal, Regulatory, Technological and other Forces affecting Retail Marketing Business and its growth, Emerging Indian and Global Retail Business Environment, Demographic and Social order changes and organized Retailing, Branding, Segmentation and target Marketing in retail Business. (10 Hours)
- **UNIT II- Factors Affecting Retail Environment:** International Environmental Forces driving globalization of Retailing, Impact of WTO on Retailing, impact of emerging economies in new world economic order, Impact of Service sector on Retailing. (10 Hours)
- **UNIT III- Retail Business Environment:** Strategy for Domestic and Global Retail Business, Emerging Business Alliance, Franchising, Licensing, FDI in Retail Business, Cross Boarder Transaction in Retail Business. (8 Hours)
- **UNIT IV- Contribution of Retail Business:** Contribution of Retail Business in Major Economies, Employment generation, Popular International Retail formats, Study of Major International Retailers, European and US Experience in Retailing. (10 Hours)
- **UNIT V- Institutional and Legal Aspects of Business Environment:** Institutional and Legal Aspects of Business Environment with special reference to Retail Business, International sourcing, Multi National Corporation and Indian Business world. Prospects of Retailing in Indian Rural Areas. (10 Hours)

## SUGGESTED READINGS

- Berman, B., & Evans, J. R. (2020). *Retail management: A strategic approach* (13th ed.). Pearson.
- Levy, M., Weitz, B. A., & Grewal, D. (2022). *Retailing management* (11th ed.). McGraw-Hill Education.
- Pradhan, S. (2021). *Retailing management: Text and cases* (6th ed.). McGraw-Hill Education India.
- Newman, A. J., & Cullen, P. (2019). *Retailing: Environment and operations* (2nd ed.). Routledge.
- Varley, R., & Rafiq, M. (2014). *Principles of retail management* (2nd ed.). Palgrave Macmillan.

<b>BBA III<sup>rd</sup> Year</b>	<b>(Code- R3.....)</b>		<b>Semester-V</b>		
	<b>RETAIL TECHNOLOGY &amp; CRM</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** Grasp the complexity of retail businesses and the need for technology, covering data management, internet use, and rapid response systems. Learn tech integration in procurement, vendor management, store operations, and security. Explore E-Retailing, including branding and online services. Develop skills in customer care, service quality tools, and strategic service enhancement for retail businesses.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand technology's role in retail operations.	<b>PO.1, PO.2</b>	<b>Remember, Understand</b>
<b>CO2</b>	Integrate technology in procurement, supply, vendor management, and store operations.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand</b>
<b>CO3</b>	Master E-Retailing, including branding, cross-selling, and CRM.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Manage customer care services and enhance service quality.	<b>PO.1, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO5</b>	Adapt retail strategies using technology for data sharing and improved customer experience.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand, Apply, Analyze</b>

## DETAILED SYLLABUS:

- **UNIT I- Retail Business:** Retail Business- its Diversity and Complexity, Need for application of Retail Marketing Technology, Information sharing and Information exchanges, Data Warehousing and Data Mining in Retail Business, Use and application of Internet in retail Business, Retail information system with special reference to rapid response delivery system. **(10 Hours)**
- **UNIT II- Technology in Retail:** Point of Sale (POS) Systems, Barcode and RFID Technology, Electronic Data Interchange (EDI), Enterprise Resource Planning (ERP) in Retail. Online and Mobile Retailing, Role of IT in retail operations. **(8 Hours)**
- **UNIT III- Store Operation:** Technology and store operations and management, Warehousing Management, Display techniques, LPOS terminals, Retail Business Promotion, Security of Retail stores, Accidents and crimes with reference to retail Business. **(10 Hours)**
- **UNIT IV- e-Retailing:** Nature, concept and significance of E-Retailing, Tele shopping, Operation and management of E-store, Strategies for E-Retailing, Branding on the web, cross selling, referral services, Permission marketing, Online payment processing, internet payment gateways, Internet security issues. **(10 Hours)**
- **UNIT V- CRM:** Meaning and evolution of CRM, Objectives and benefits of CRM, Types of CRM: Operational, Analytical, and Strategic. Role of CRM in retailing. Customer care services, managing service quality, tools for achieving service quality. Customer's perception of service quality, Strategic Advantage and service quality, improving retail service quality pre shopping and after shopping. **(10 Hours)**

## SUGGESTING READINGS:

- Berman, B., & Evans, J. R. (2020). *Retail management: A strategic approach* (13th ed.). Pearson.
- Levy, M., & Weitz, B. A. (2022). *Retailing management* (11th ed.). McGraw-Hill Education.
- Laudon, K. C., & Traver, C. G. (2021). *E-commerce: Business, technology, and society* (16th ed.). Pearson.
- Buttle, F., & Maklan, S. (2019). *Customer relationship management: Concepts and technologies* (4th ed.). Routledge.
- Kumar, V., & Reinartz, W. (2018). *Customer relationship management: Concept, strategy, and tools* (3rd ed.). Springer.

# **INTERNATIONAL BUSINESS MANAGEMENT GROUP**

<b>BBA III<sup>rd</sup> Year</b>	<b>(Code- IB1.....)</b>		<b>Semester-V</b>		
	<b>GLOBAL BUSINESS ENVIRONMENT</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** Global Business Environment encompasses providing students with a comprehensive understanding of the intricacies of the global business landscape. The course seeks to familiarize students with the characteristics and components of the global environment, strategies for India's global engagement, and the impact of Multinational Enterprises (MNEs) on host and home countries.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the global business environment and MNEs' roles.	<b>PO.1, PO.2, PO3</b>	<b>Remember, Understand</b>
<b>CO2</b>	Analyze international investments and their impact on India.	<b>PO.1, PO.2, PO3</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Learn WTO principles, agreements, and dispute mechanisms.	<b>PO.1, PO.2, PO5</b>	<b>Remember, Understand</b>
<b>CO4</b>	Comprehend functions of key international economic organizations.	<b>PO.1, PO.2, PO5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO5</b>	Assess emerging trends like digitalization and sustainability.	<b>PO.1, PO.2, PO.3, PO.4, PO5</b>	<b>Remember, Understand, Apply, Analyze</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Global Environment:** Global Environment -Characteristics and Components Strategies for India going global Multinational Enterprises(MNE) - Benefits to host and home country Demerits of MNEs. **(10 Hours)**
- **UNIT II- International Investment:** International Investment - Factors effecting foreign Investment, Growth of foreign investment - significance of foreign investment, Foreign Investment in India. **(8 Hours)**
- **UNIT III- World Trade Organisation:** General Agreement on Trade and Tariffs (GATT) - Concept World Trade Organization (WTO)- Functions, Principles, Organizational Structure The WTO Agreements - A Bird's eye view Salient feature of Uruguay Round Agreement Dispute Settlement Mechanism, Ministerial Conferences. **(10 Hours)**
- **UNIT IV- International Economic Organisations:** Introduction, Objectives, Organisational Structure and Functions of following organisation - International Monetary Fund (IMF) International Bank for Reconstruction and Development (IBRD) South Asian Association for Regional Cooperation (SAARC) European Union (EU). **(10 Hours)**
- **UNIT V- Emerging Trends and Challenges in Global Business:** Globalization and Its Impact on Businesses; Regional Trade Agreements (RTAs) and Economic Integration: ASEAN, BRICS, NAFTA; Sustainable Development in Global Business: Environmental, Social, and Governance (ESG) Practices; Digital Transformation in International Trade: E-commerce, Digital Currency, and Blockchain; Geopolitical Risks and Their Influence on Global Business Environment. **(10 Hours)**

## SUGGESTED READINGS:

- Wild, J. J., Wild, K. L., & Han, J. C. Y. (2023). *International business: The challenges of globalization* (10th ed.). Pearson.
- Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P. (2022). *International business: Environments and operations* (17th ed.). Pearson.
- Hill, C. W. L., & Hult, G. T. M. (2021). *International business: Competing in the global marketplace* (13th ed.). McGraw-Hill Education.
- Cavusgil, S. T., Knight, G., Riesenberger, J. R., Rammal, H. G., & Rose, E. L. (2020). *International business: The new realities* (4th ed.). Pearson.
- Ghemawat, P. (2018). *The laws of globalization and business applications*. Cambridge University Press.

<b>BBA</b> <b>III<sup>rd</sup> Year</b>	<b>(Code- IB2.....)</b>		<b>Semester-V</b>		
	<b>INTERNATIONAL TRADE POLICY &amp; STRATEGY</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The objectives of the course are to provide students with a comprehensive understanding of the intricacies of international trade. The course intends to familiarize students with India's foreign trade history, and other major areas. By examining trade policies, agreements, and organizations like WTO, the course aims to equip students to analyze the dynamics of global trade and comprehend India's trade balance and payments.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand trade principles and differences between internal and international trade.	<b>PO.1, PO2</b>	<b>Remember, Understand</b>
<b>CO2</b>	Analyze India's foreign trade trends and export-import composition.	<b>PO.1, PO.2, PO3</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Evaluate trading blocks, trade financing, and export promotion institutions.	<b>PO.1, PO.2, PO3, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Comprehend trade policies and global agreements like WTO and GATT.	<b>PO.1, PO.2, PO5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO5</b>	Explore emerging trends like digital trade, sustainability, and services trade.	<b>PO.1, PO.2, PO3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>

## DETAILED SYLLABUS:

- **UNIT I-** Introduction: Trade its meaning and types. India's foreign trade, Direction and composition of India's exports and imports, need for and significance of foreign trade policy, Preamble and legal framework of foreign trade policy, Various definitions, Government objectives under Foreign Trade Policy, impact of foreign trade policy. Terms of Trade. Historical review of trade policy since 1991. **(10 Hours)**
- **UNIT II-** Import Policies: Structure of Import Policy, Instruments of Import Policy- Import Substitution, Import restrictions- Types of Licensing – OGL, Canalized, Replenishment, Automatic; Advance and Additional License; Holding of License, Third party, Exim scripts, Conditions of license, Negative List. Tariff - Types of Tariffs, Tariff rates, Bind rates, Quantitative Restrictions, Anti - Dumping, Countervailing Duties. **(10 Hours)**
- **UNIT III-** Major Trading Blocks: Free Trade and Protective trade policies, India's Major trading partners. Financing of foreign trade, National Level Financing Institutions: EXIM Bank, ECGC and other institutions in financing of foreign trade, STC, MMTC, SEZ and EPZ. Export promotions. **(8 Hours)**
- **UNIT IV- Strategy for Trade Policy in India:** Export led growth and Export support growth, Review of Export Promotion Policies since 1991, Export Promotion Schemes (MEIS), EPCG scheme, Duty drawback scheme, DE passbook scheme, Deemed exports, Current Foreign Trade Policy. Trade agreements – Bilateral and Multilateral Trade Agreements. **(10 Hours)**
- **UNIT V- Regulatory and Institutional Set-up:** FEMA, Export Promotion Councils, Commodity Boards, Development Authority (APEDA, MPEDA), Export Houses, Export Processing Zone (EPZ), Foreign Trade Zone (FTZ), Electronics Hardware Technology Parks (EHTP), Software Technology Parks (STP), Special Economic Zone (SEZ), Agri Export Zone (AEZ), 100% Export Oriented Unit (E.O.U). Green Trade Practices- encouraging sustainable trade practices. **(10 Hours)**

## SUGGESTED READINGS:

- Hill, C. W. L. (2022). *International Business: Competing in the Global Marketplace*. McGraw-Hill Education.
- Krugman, P. R., Obstfeld, M., & Melitz, M. J. (2022). *International Economics: Theory and Policy*. Pearson Education.
- Salvatore, D. (2022). *International Economics*. Wiley.
- Cherunilam, F. (2021). *International Business: Text and Cases*. PHI Learning.
- Joshi, R. M. (2021). *International Business*. Oxford University Press.
- Bhalla, V. K., & Ramu, S. S. (2020). *International Business Environment*. Anmol Publications.
- Das, D. K. (2020). *India's Trade Policy and Economic Relations*. Oxford University Press.

<b>BBA</b> <b>III<sup>rd</sup> Year</b>	<b>(Code- IB3.....)</b>		<b>Semester-V</b>		
	<b>TRANSACTIONAL &amp; CROSS CULTURAL MARKETING</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The syllabus aims to provide students with a strong understanding of transactional marketing, cross-cultural dynamics, and relationship-building strategies. Through this course, students will grasp the foundational concepts and strategies of transactional marketing, including customer acquisition, consumer behavior, and marketing mix elements.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the basics of transactional marketing, including its scope, components, and technological role.	<b>PO.1, PO2</b>	<b>Remember, Understand</b>
<b>CO2</b>	Analyze consumer behavior and factors influencing purchase decisions.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Develop strategies for product, pricing, promotion, etc., in transactional marketing.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Adapt marketing strategies to cross-cultural contexts, considering cultural sensitivity and diversity.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO5</b>	Build customer relationships, foster loyalty, and leverage data for future transactions.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Transactional Marketing:** Definition and Scope of Transactional Marketing, Characteristics and Components of Transactional Marketing, Importance of Customer Acquisition and Short-Term Transactions, Types of Transactional Marketing Strategies, Role of Technology in Transactional Marketing. **(10 Hours)**
- **UNIT II- Consumer Behavior and Decision-Making in Transactions:** Understanding Consumer Decision-Making Process, Factors Influencing Consumer Purchase Decisions, Buyer Motivations and Rationality in Transactional Marketing, Psychological and Sociocultural Influences in Transactional Context, Impulse Buying and the Role of Discounts and Promotions. **(10 Hours)**
- **UNIT III- Transactional Marketing Mix:** Product Strategies in Transactional Marketing, Pricing Tactics: Discounts, Coupons, and Limited Time Offers, Promotion Techniques for Immediate Sales, Place Strategies and Convenient Distribution Channels, Customer Service and Post-Purchase Follow-Up in Transactions. **(8 Hours)**
- **UNIT IV- Cross-Cultural Marketing:** Introduction to Cross-Cultural Marketing, Understanding Cultural Dimensions and Their Impact on Marketing, Cultural Sensitivity in International Business Transactions, Adapting Marketing Strategies for Different Cultural Contexts, Case Studies on Successful and Failed Cross-Cultural Marketing Campaigns. **(10 Hours)**
- **UNIT V- Building Relationships in Transactional Marketing:** Transition from Transactional to Relational Marketing, Importance of Customer Retention and Loyalty, Implementing Relationship-Building Strategies in Transactions, Personalization and Customization in Transactional Context, Leveraging Customer Data for Future Transactions. **(10 Hours)**

## SUGGESTED READINGS:

- Kotler, P., Keller, K. L., Goodman, M., & Brady, M. (2016) *Marketing Management*. Pearson Education.
- Keegan, W. J., & Green, M. C. (2017). *Global Marketing* (9th ed.). Pearson.
- Czinkota, M. R., & Ronkainen, I. A. (2019). *International Marketing* (10th ed.). Cengage Learning.
- Owen, A., & Hammond, R. (2009) *Transactional Marketing: How to Win Repeat Business in the 21st Century*. Butterworth-Heinemann.
- Solomon, M. R. (2020). *Consumer Behavior: Buying, Having, and Being* (12th ed.). Pearson Education.

# **BUSINESS ANALYTICS GROUP**

<b>BBA</b> <b>III<sup>rd</sup> Year</b>	<b>(Code- BA1.....)</b>		<b>Semester-V</b>		
	<b>INTRODUCTION TO BUSINESS ANALYTICS</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** To provide students with a comprehensive understanding of the concepts, tools, and applications of business analytics, enabling them to analyze business data effectively, derive meaningful insights, and support strategic decision-making across various functional areas.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the basic concepts, types, and importance of business analytics in decision-making across different industries.	<b>PO.1, PO2, PO.3</b>	<b>Remember, Understand</b>
<b>CO2</b>	Gain hands-on experience with tools to analyze and interpret business data.	<b>PO.1, PO.2, PO.5</b>	<b>Remember, Understand</b>
<b>CO3</b>	Summarize, visualize, and present data effectively to support strategic decisions using dashboards and reports.	<b>PO.2, PO.3, PO.4</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Apply descriptive, predictive, and prescriptive analytics techniques to solve real-world business problems.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand, Apply</b>
<b>CO5</b>	Develop a data-driven mindset and understand the ethical considerations in collecting, using, and analyzing business data.	<b>PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction:** Meaning, Scope, and Importance of Business Analytics. Types of Analytics: Descriptive, Predictive, and Prescriptive. Business Intelligence vs. Business Analytics. Applications of Business Analytics in different industries- Marketing analytics, Finance analytics, HR analytics, Operation analytics, etc. **(10 Hours)**
- **UNIT II- Data and Business Decision Making:** Data: Types, Sources, and Collection Methods. Data Preparation: Cleaning, Integration, Transformation. Role of Data in Decision-Making. Data Governance, Ethics, and Privacy. **(8 Hours)**
- **UNIT III- Descriptive & Predictive Analytics:** Descriptive- Data Visualization: Charts, Graphs, Dashboards. Summary Statistics: Mean, Median, Mode, Variance, Standard Deviation. Introduction to Excel for analytics (PivotTables, Conditional Formatting). Introduction to Data Visualization Tools (Tableau/Power BI overview). Predictive- Introduction to Regression Analysis. Forecasting Techniques (Trend Analysis, Time Series basics). Introduction to Classification (Logistic Regression, Decision Trees – Conceptual). Use of analytics in Marketing, Sales, and HR predictions. **(12 Hours)**
- **UNIT IV- Prescriptive Analytics and Optimization:** Introduction to Optimization Models (Linear Programming – Conceptual). Decision Analysis: Decision Trees and Payoff Tables. Risk Analysis and What-if Scenarios. Case Studies on Decision-Making using Prescriptive Analytics. **(8 Hours)**
- **UNIT V- Tools and Technologies in Business Analytics (Practical Introduction):** Microsoft Excel (in-depth). Basics of R or Python for beginners (Data Types, Simple Plots, Importing Data). Introduction to SQL for Data Handling. Real-World Business Analytics Dashboards (Google Data Studio / Tableau). **(10 Hours)**

## SUGGESTED READING:

- Evans, J. R. (2016). *Business analytics* (2nd ed.). Pearson Education.
- Kumar, U. D. (2017). *Business analytics: The science of data-driven decision making*. Wiley India.
- Davenport, T. H., & Harris, J. G. (2007). *Competing on analytics: The new science of winning*. Harvard Business Review Press.
- Siegel, E. (2016). *Predictive analytics: The power to predict who will click, buy, lie, or die*. (Revised and updated ed.). Wiley.
- Finch, V. (2016). *Data analytics for beginners: Your ultimate guide to data analytics*. CreateSpace Independent Publishing.

<b>BBA</b>					
<b>III<sup>rd</sup> Year</b>	<b>(Code- BA2.....)</b>		<b>Semester-V</b>		
	<b>MARKETING ANALYTICS</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The course aims to equip students with the knowledge and skills to apply various marketing analytics techniques, including descriptive, exploratory, and prescriptive data analytics, to make data-driven decisions. Students will learn to utilize tools like Excel/R/SPSS/Python for summarizing marketing data, conduct customer journey mapping, calculate customer lifetime value, perform RFM and churn analysis, and apply advanced methods such as cluster analysis, pricing analytics, and conjoint analysis to optimize marketing strategies.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Apply descriptive, exploratory, and prescriptive analytics to gain strategic marketing insights.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand, Apply</b>
<b>CO2</b>	Use Excel, R, or SPSS tools for summarizing and analyzing marketing data effectively.	<b>PO.1, PO.2, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO3</b>	Conduct customer analytics like journey mapping, CLV, RFM, and churn analysis.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Perform advanced techniques such as cluster analysis, regression, and conjoint analysis.	<b>PO.1, PO.2,</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO5</b>	Make data-driven marketing decisions based on analytical outcomes and insights.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction:** Relevance and Scope of Marketing Analytics, use of descriptive, exploratory and prescriptive data analytics in marketing. Recent Trends in Marketing Analytics. **(8 Hours)**
- **UNIT II- Summarize Marketing Data:** Slicing and Dicing Marketing Data with PivotTables- Using Charts to Summarize Marketing Data- Using Functions to Summarize Marketing Data. (Excel/R/Python). **(8 Hours)**
- **UNIT III- Customer Analytics:** Customer segmentation and profiling. Customer Lifetime Value (CLV) analysis. RFM (Recency, Frequency, Monetary) analysis. Churn analysis and retention modeling. Use of cluster analysis for customer segmentation, segmentation analysis process, cluster analysis and its applications. **(10 Hours)**
- **UNIT IV- Marketing Mix and Campaign Analytics:** Sales and pricing analytics. Promotion effectiveness (ROI on campaigns, media mix modeling). Distribution/channel analytics. Pricing objectives, Bundling and types of bundling, skimming, analytics with price skimming, price elasticity using regression based model. Product Attribute Analysis. [Conjoint]- Logistic Regression –Discrete Choice Analysis & Random Utility Theory. **(12 Hours)**
- **UNIT V- Tools and Techniques for Marketing Analytics:** Introduction to tools: Excel, Google Analytics, Python/R basics. Data visualization using Tableau/Power BI. Dashboards and reporting. Case studies and mini-projects in marketing analytics. **(10 Hours)**

## SUGGESTED READING:

- Jain, S. (2020). *Marketing analytics: A practitioner's guide to marketing decision models*. SAGE Publications India.
- Seema Gupta, Avadhoot Jathar, *Marketing Analytics*, Wiley Publications.
- Wayne L. Winston, *Marketing Analytics-Data-Driven Techniques with Microsoft® Excel*, John Wiley & Sons, Inc., Indianapolis, Indiana
- Stephen Sorger , *Marketing Analytics: Strategic Models and Metrics*, Atlantic Publishers and Distributors.
- Lilien, G. L., Rangaswamy, A., & De Bruyn, A. (2017). *Principles of marketing engineering and analytics* (3rd ed.). DecisionPro, Inc.

<b>BBA III<sup>rd</sup> Year</b>	<b>(Code- BA3.....)</b>		<b>Semester-V</b>		
	<b>SOCIAL MEDIA &amp; WEB ANALYTICS</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** This course aims to equip students with the knowledge and skills to effectively leverage social media for marketing. Students will learn to develop comprehensive social media marketing plans, utilize analytics tools, manage social media data, and execute campaigns across various platforms to drive engagement, lead generation, and conversions.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the role of social media in marketing, including engagement rules, audience targeting, and campaign planning.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand</b>
<b>CO2</b>	Develop social media marketing plans aligned with brand and customer objectives.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Apply analytics tools to monitor social media performance and manage online reputation.	<b>PO.1, PO.2, PO.4, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO4</b>	Analyze PPC campaign elements like keyword research, ad creation, bidding, and conversion tracking.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO5</b>	Interpret website metrics using Google Analytics for audience, acquisition, behavior, and conversion insights.	<b>PO.1, PO.2, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction:** Social media and its role within Marketing, Rules of engagement for Social media marketing Target audience – Influencers – Message/Content, Developing a Social media marketing plan. Scope and marketing utility of blogging, micro-blogging, Using blogs for brand building & lead generation, Blog Analytics and Performance Tracking, social networks, social bookmarking, collaboration, video sharing, podcasts, picture sharing, live streaming, webinars. **(12 Hours)**
- **UNIT II- Social Media Data Management:** Social media analytics, social media metrics – Introduction to analytics tools for popular social media (Facebook, Twitter, LinkedIn, YouTube, Instagram), Social media monitoring and Online reputation management. **(8 Hours)**
- **UNIT III- Social Media Measurements:** What is Pay per Click Marketing (PPC)? Why we need PPC?, Google AdWords Account Structure, Facebook PPC Account Structure, What is CPC & “Click-through-Rate” (CTRs)?, What is “Cost/Conversion”?, How to increase CTR & Conversion? What is Tracking Code? Doing Keyword Research for PPC, what is Keyword Research? Difference between SEO & PPC keywords, Ads for PPC Campaigns, Bidding, Quality Score, Score Effect on Bids, Increase Position on Search, Conversion rates, ‘Calls to Action’ (CTA), Cost/Conversion, PPC reporting structure, Campaign Performance Reports. **(12 Hours)**
- **UNIT IV- Introduction to Web Analytics:** Definition and Importance of Web Analytics, Key Metrics: Page Views, Visits, Unique Visitors, Bounce Rate, Conversion Rate, Understanding Website Traffic Sources: Direct, Referral, Organic, Paid. **(8 Hours)**
- **UNIT V- Google Analytics Fundamentals:** Setting Up Google Analytics Account, Tracking Code Implementation, Dashboard Overview and Customization, Understanding Reports: Real-Time, Audience, Acquisition, Behavior, and Conversions. **(8 Hours)**

## SUGGESTED READING:

- Barker, M., Barker, D. I., Bormann, N. F., Zahay, D., & Roberts, M. L. (2017). *Social media marketing: A strategic approach* (2nd ed.). Cengage Learning.
- Tuten, T. L., & Solomon, M. R. (2018). *Social media marketing* (3rd ed.). SAGE Publications.
- Kaushik, A. (2010). *Web analytics 2.0: The art of online accountability and science of customer centricity*. Wiley.
- Alhlou, F., Asif, S., & Fettman, E. (2016). *Google Analytics breakthrough: From zero to business impact*. Wiley.
- Hemann, C., & Burbary, K. (2018). *Digital marketing analytics: Making sense of consumer data in a digital world* (2nd ed.). Que Publishing.

## BACHELOR OF BUSINESS ADMINISTRATION (BBA)-6<sup>th</sup> SEMESTER

Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
DSCC		Project Management	4	0	0	4	30	70	100
		Legal Aspects of Business	2	0	0	2	30	70	100
DSE		<b><u>Specialisation:</u></b> Paper-1	4	0	0	4	30	70	100
		<b><u>Specialisation:</u></b> Paper-2	4	0	0	4	30	70	100
SEC		Corporate Governance	2	0	0	2	30	70	100
		Project Report & viva voce [ <b>*Initiated in 5<sup>th</sup> semester</b> ]				4	30	70	100
<b>TOTAL</b>			<b>16</b>	<b>0</b>	<b>0</b>	<b>20</b>	<b>180</b>	<b>420</b>	<b>600</b>

*Any two DSE Papers are from any of the following Specialization Groups namely either from Finance, Marketing, HRM, Retail Marketing, International Business Management, or Business Analytics.*

### **DSE-1- Financial Management Group**

- F1- International Financial Management
- F2- Management of Financial Services
- F3- Corporate Tax Planning & Management

### **DSE-2 – Marketing Management Group**

- M1- International Marketing
- M2- Industrial Marketing
- M3- Rural Marketing

### **DSE-3- Human Resource Management Group**

- H1- Human Resource Planning & Development
- H2- Performance Appraisal & Compensation Management
- H3- Social Security & Labour Welfare

### **DSE-4- Retail Marketing Group**

- R1- Retail Supply Chain Management
- R2- Mall Management
- R3- Retail Store Operations & Management

### **DSE-5- International Business Management Group**

- IB1- International Distribution & Supply Chain Management
- IB2- International Accounting & Reporting System
- IB3- International Joint Ventures, Mergers & Acquisition

### **DSE-6-Business Analytics Group**

- BA1- Finance Analytics
- BA2- HR Analytics
- BA3- Data Visualization using tableau / Powerbi

<b>BBA</b> <b>III<sup>rd</sup> Year</b>	<b>(Code- .....)</b>		<b>Semester-VI</b>		
	<b>PROJECT MANAGEMENT</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The course aims to provide students with a thorough understanding of the principles and practices of project management. It covers the entire project lifecycle, from initiation to closure, and emphasizes key areas such as planning, execution, monitoring, and risk management. The course also seeks to develop students' ability to manage projects effectively and efficiently within the constraints of time, cost, and quality.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the fundamental concepts and framework of project management.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand</b>
<b>CO2</b>	Apply project planning tools and techniques to develop comprehensive project plans.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand, Apply</b>
<b>CO3</b>	Evaluate project risks and develop strategies for risk management.	<b>PO.1, PO.2, PO.3, PO.5</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO4</b>	Manage project execution, monitoring, and control to ensure project success.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO5</b>	Stay updated with recent trends and developments in project management practices.	<b>PO.1, PO.2, PO.3, PO.5</b>	<b>Remember, Understand, Apply</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Project Management:** Definition, characteristics, and importance of projects; Project lifecycle and phases; Project management processes; Project constraints and trade-offs; Role of a project manager; Project management in different sectors: IT, construction, manufacturing, and services. **(10 hours)**
- **UNIT II- Project Planning and Scheduling:** Project scope management: Defining and managing project scope; Work Breakdown Structure (WBS); Project time management: Activity sequencing, duration estimation, and critical path method (CPM); Gantt charts and PERT analysis; Resource allocation and leveling; Project cost estimation and budgeting. **(10 hours)**
- **UNIT III- Project Risk Management:** Understanding project risks: Types of risks and risk factors; Risk identification techniques; Qualitative and quantitative risk analysis; Risk response strategies: Avoidance, mitigation, transfer, and acceptance; Contingency planning and risk monitoring; Case studies on risk management in projects. **(10 hours)**
- **UNIT IV- Project Execution, Monitoring, and Control:** Project execution: Managing teams, communication, and stakeholder engagement; Monitoring project progress: Key performance indicators (KPIs) and earned value management (EVM); Project control techniques: Schedule and cost control; Change management in projects; Project closure: Final deliverables, lessons learned, and project documentation. **(10 hours)**
- **UNIT V- Contemporary Issues and Trends in Project Management:** Agile project management: Principles, practices, and applications; Use of project management software tools (e.g., MS Project, Primavera); Sustainability in project management; Managing virtual and remote teams; Trends in global project management; Case studies on contemporary project management practices. **(8 hours)**

## SUGGESTED READINGS:

- Kerzner, H. (2023). *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*. 14th ed. Wiley, New York.
- PMI. (2023). *A Guide to the Project Management Body of Knowledge (PMBOK Guide)*. 7th ed. Project Management Institute, Pennsylvania.
- Lock, D. (2023). *Project Management*. 10th ed. Routledge, London.
- Gray, C.F., and Larson, E.W. (2023). *Project Management: The Managerial Process*. 8th ed. McGraw Hill Education, New Delhi.
- Gido, J., and Clements, J.P. (2023). *Successful Project Management*. 8th ed. Cengage Learning, Boston.

<b>BBA III<sup>rd</sup> Year</b>	<b>(Code- .....)</b>		<b>Semester-VI</b>		
	<b>LEGAL ASPECT OF BUSINESS</b>		<b>L-2, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	02	24

**Course Objectives:** To provide basic knowledge of the legal environment in which businesses operate and develop an understanding of important commercial laws and their implications. To enable students to recognize and manage legal risks in business decisions. To create awareness about corporate social responsibility and ethical business practices.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the basic terms of Agreement and contract.	<b>PO.1, PO.2, PO.3, PO.5</b>	<b>Remember, Understand</b>
<b>CO2</b>	Understand the laws relating to Sale of Goods.	<b>PO.1, PO.2, PO.3, PO.5</b>	<b>Remember, Understand</b>
<b>CO3</b>	Know the Laws Relating to Partnership and the Partnership Act.	<b>PO.1, PO.2, PO.3, PO.5</b>	<b>Remember, Understand</b>
<b>CO4</b>	Understand the Laws Relating to Companies memorandum and articles of association and prospectus etc.	<b>PO.1, PO.2, PO.3, PO.5</b>	<b>Remember, Understand</b>
<b>CO5</b>	Understand the Laws Relating to Consumer Protection and Environment Protection	<b>PO.1, PO.2, PO.3, PO.5</b>	<b>Remember, Understand</b>

## DETAILED SYLLABUS:

- **UNIT I- The Law of Contract:** Agreement and contract; void and void-able contracts; Capacity of parties; free consent; legality of object and consideration; performance and discharge of contracts; indemnity and guarantee; bailment and agency. **(5 Hours)**
- **UNIT II- The Law Relating to Sale of Goods:** Sale and agreement to sell, conditions and warranties, transfer of property doctrine of caveat emptor, auction sale; unpaid seller; The Laws Relating to Carriage of Goods – Introduction, carriage of goods by land; carriage by sea; carriage by air. **(5 Hours)**
- **UNIT III- The Laws Relating to Partnership:** The Partnership Act; Nature, test and types of partnership; partnership deed, right and liabilities of partners; registration; dissolution. **(4 Hours)**
- **UNIT IV- The Laws Relating to Companies:** The Companies – Definition and types of companies, promotion and incorporation; memorandum and articles of association and prospectus; Shares and debentures, borrowing powers, directors, meeting and resolutions, Winding up. **(5 Hours)**
- **UNIT V- The Laws Relating to Consumer Protection and Other Laws:** Rights of Consumers; Consumer Disputes Redressal Mechanism; District, State, and National Forums; Unfair Trade Practices and Penalties. Intellectual Property Rights: Patents, Trademarks, Copyright; Environmental Protection Act; Cyber Laws and IT Act, 2000. **(5 Hours)**

## SUGGESTED READINGS:

- Maheswari S K and Maheswari S N, (2014), *Principles of Business Law*, Himalaya Publishing House, New Delhi.
- Tulsian, P. C., & Tulsian, B. (2021). *Business law* (3rd ed.). McGraw Hill Education.
- Kumar, R. (2022). *Legal aspects of business* (5th ed.). Cengage Learning.
- Pathak, A. (2021). *Legal aspects of business* (7th ed.). Oxford University Press.
- Gulshan, S. S., & Kapoor, G. K. (2022). *Business law including company law* (20th ed.). New Age International Publishers.

<b>BBA III<sup>rd</sup> Year</b>	<b>(Code- .....)</b>		<b>Semester-VI</b>		
	<b>CORPORATE GOVERNANCE</b>		<b>L-2, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	02	24

**Course Objectives:** To provide learners with a comprehensive understanding of the concept of Corporate Governance, its emergence, and its significance in the modern organizational context. To equip learners with the ability to assess and identify the various global corporate failures, using international codes of corporate governance.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the principles and importance of corporate governance.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand</b>
<b>CO2</b>	Identify the roles and responsibilities of key stakeholders.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Analyze major global and Indian corporate failures.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Explain the regulatory framework of corporate governance in India.	<b>PO.1, PO.2, PO.3, PO.5</b>	<b>Remember, Understand</b>
<b>CO5</b>	Evaluate ethical issues, CSR practices, and governance reforms.	<b>PO.1, PO.2, PO.3, PO.5</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Corporate Governance:** Meaning, significance, and principles; Management and corporate governance. Conceptual Framework of Corporate Governance, Fair & unfair practices of business, popular models of governance anglo-anvercom etc. **(4 Hours)**
- **UNIT II- Theories of Corporate Governance:** Corporate Governance Mechanism: Process, Indian Model, Emphasis on corporate governance (transparency, accountability & empowerment). Theories of Corporate Governance: Agency Theory, Stewardship theory, Stakeholders' Theory; One Tier and Two-Tier Boards, Stockholder's theory and agency theory. **(6 Hours)**
- **UNIT III- Corporate Governance and Role of Stakeholders:** Board composition: Executive directors, non-executive directors and independent directors; Role of Board and board committees; Insider Trading; Shareholder activism; Class action suits; Whistleblowing Mechanism, CSR and Corporate Governance. **(5 Hours)**
- **UNIT IV- Global Corporate Failures and International Codes:** Maxwell (UK), Enron (USA); Sir Adrian Cadbury Committee Report 1992, SOX Act 2002, OECD Principles of Corporate Governance. **(4 Hours)**
- **UNIT V- Corporate Governance Regulatory Framework in India and Corporate Failures in India:** Kumar Mangalam Birla Committee (1999), NR Narayana Murthy Committee (2005) and Uday Kotak Committee (2017); Regulatory framework: Relevant provisions of Companies Act, 2013, SEBI: Listing Obligations and Disclosure Requirements Regulations (LODR), 2015. Satyam Computer Services Ltd, Kingfisher Airlines, PNB Heist; ICICI Bank; Common Governance Problems in various Corporate Failures in India and abroad. **(5 Hours)**

## SUGGESTED READING:

- Aparajita, S., & Rhudra, R. *Insider Trading Regulation* 2015. GNLU L. Rev., 4, 69.
- Roy Chowdhury Ghosh, A. *Corporate Governance Under the SEBI (Listing Obligations and Disclosure Requirements) Regulations* 2015.
- Fernando, A. C. (2021). *Corporate governance: Principles, policies and practices* (4th ed.). Pearson Education India.
- Vaidya, P. (2021). *Corporate governance in India: Change and continuity*. Sage Publications India.
- Sharma, J. P. *Corporate Governance, Business Ethics and CSR:(with Case Studies and Major Corporate Scandals)*. Ane Books Pvt. Ltd.

<b>BBA</b> <b>III<sup>rd</sup> Year</b>	<b>(Code- .....)</b>		<b>Semester-VI</b>		
	<b>PROJECT REPORT &amp; VIVA-VOCE</b>		<b>L-0, T-0, P-4</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
	30	70	100	04	00

**Course Objectives:** The subject "Project Report" is designed to enable BBA students to gain practical, hands-on experience in a professional setting. This subject focuses on: Applying theoretical knowledge in real-world business environments, developing critical skills such as problem-solving, teamwork, and adaptability, enhancing understanding of industry practices and organizational dynamics and offering networking opportunities that facilitate career exploration and growth.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>
<b>CO1</b>	Students will apply academic knowledge to real-world business scenarios, enhancing their practical skills.	<b>PO.1, PO.2, PO.3</b>
<b>CO2</b>	Students will develop essential professional competencies, including communication, problem-solving, and adaptability.	<b>PO.3, PO.4, PO.5</b>
<b>CO3</b>	Gain insights into industry practices and dynamics, fostering a deeper understanding of the business environment.	<b>PO.1, PO.2, PO.3</b>
<b>CO4</b>	Expand professional networks, explore career options, and clarify future career goals.	<b>PO.3, PO.4, PO.5</b>

### **PROJECT REPORT:**

The Project report should be submitted before the student sits for the final university examinations in semester VI. The student shall work under the guidance of a project supervisor (s) appointed by the department. Once the student has completed the project and the supervisor has approved it, the project shall be submitted to the project coordinator, who will arrange for the final defence before the external examiners and VIVA VOCE. The marks obtained will be added to the semester's total marks and compiled.

## **SPECIALIZATION GROUPS (Semester-VI)**

<b>FINANCIAL MANAGEMENT GROUP</b>	
	F1- International Financial Management
	F2- Management of Financial Services
	F3- Corporate Tax Planning & Management
<b>MARKETING MANAGEMENT GROUP</b>	
	M1- International Marketing
	M2- Industrial Marketing
	M3 – Rural Marketing
<b>HUMAN RESOURCE MANAGEMENT GROUP</b>	
	H1- Human Resource Planning & Development
	H2- Performance Appraisal & Compensation Management
	H3- Social Security & Labour Welfare
<b>RETAIL MARKETING GROUP</b>	
	R1- Retail Supply Chain Management
	R2- Mall Management
	R3- Retail Store Operations & Management
<b>INTERNATIONAL BUSINESS MANAGEMENT GROUP</b>	
	IB1- International Distribution & Supply Chain Management
	IB2- International Accounting & Reporting System
	IB3- International Joint Ventures, Mergers & Acquisitions
<b>BUSINESS ANALYTICS GROUP</b>	
	BA1- Finance Analytics
	BA2- HR Analytics
	BA3- Data Visualisation using Tableau/Powerbi

# **FINANCIAL MANAGEMENT GROUP**

<b>BBA III<sup>rd</sup> Year</b>	<b>(Code- F1.....)</b>		<b>Semester-VI</b>		
	<b>INTERNATIONAL FINANCIAL MANAGEMENT</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** To familiarize the students with the issues relating to International Finance, markets, management, exchange rates and the risk associated with it. To provide students with basic terms and concepts used in international trade and methods of payment in a global set up.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand international finance to address global financial challenges.	<b>PO.1, PO.2, PO.4</b>	<b>Remember, Understand</b>
<b>CO2</b>	Gain knowledge of global financial institutions and their roles.	<b>PO.1, PO.2</b>	<b>Remember, Understand</b>
<b>CO3</b>	Develop proficiency in international financial markets and instruments.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Learn risk mitigation strategies for informed global financial decisions.	<b>PO.1, PO.2, PO.3, PO.5</b>	<b>Remember, Understand</b>
<b>CO5</b>	Analyze balance of payments and address international economic imbalances.	<b>PO.1, PO.2, PO.4</b>	<b>Remember, Understand, Apply, Analyze</b>

## DETAILED SYLLABUS:

- **UNIT I- International Financial Management:** Introduction; Meaning of International Finance; Issues involved in International finance; Methods of payment; Evolution of international monetary system, Meaning of International Financial management. **(10 Hours)**
- **UNIT II- International Financial Institutions:** IMF, IBRD, World Bank, ADB, IDA, MIGS, IFC, ICSID, BIS, WTO - Objectives and functions. **(8 Hours)**
- **UNIT III- International Financial Markets:** Foreign Institutional Investors- GDR, ADR, IDR- Meaning; Features. Foreign Direct Investment (FDI)- growth of FDI; Advantages and disadvantages of FDI to host country and home country; Loan syndication, External commercial borrowing, Euro currency Market-only concept. **(10 Hours)**
- **UNIT IV- Foreign Exchange Markets:** Foreign exchange market and market intermediaries; need of foreign exchange; Forwards , Futures, Swaps and Options, derivatives; International Risk Management-types of risk-political risk, exchange rate fluctuation risk, risk of non-payment, managing risk. **(10 Hours)**
- **UNIT V- International Financial Activities:** International taxation-double taxation- Bilateral relief and unilateral relief, Tax havens and transfer pricing, Balance of Payment- functions of Balance of Payment, Components of Balance of Payment, reasons for disequilibrium in Balance of Payment. **(10 Hours)**

## SUGGESTED READINGS:

- Madura, J., & Zipfel, R. (2024). *International Financial Management* (15th ed.). Cengage.
- Eun, C. S., Resnick, B. G., & Chuluun, T. (2024). *International Financial Management* (10th ed.). McGraw Hill.
- Mishkin, F. S., & Eakins, S. G. (2024). *Financial Markets and Institutions* (10th ed., Global Edition). Pearson.
- Saunders, A., Cornett, M. M., & Erhemjamts, O. (2024). *Financial Markets and Institutions* (8th ed.). McGraw Hill.
- Apte, P. G. (2020). *International Financial Management* (8th ed.). McGraw Hill Education India.
- Saha, S. S. (2023). *Indian Financial System: Financial Markets, Institutions and Services*. Himalaya Publishing House.

<b>BBA</b> <b>III<sup>rd</sup> Year</b>	<b>(Code- F2.....)</b>		<b>Semester-VI</b>		
	<b>MANAGEMENT OF FINANCIAL SERVICES</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The objective of the course "Management of Financial Services" is to provide students with a comprehensive understanding of the principles, concepts, and practices involved in effectively managing financial services in the modern business environment. This course aims to equip students with the necessary knowledge and skills to navigate the complex world of financial services and make informed decisions to achieve organizational goals.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand financial services and the roles of various financial intermediaries.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand</b>
<b>CO2</b>	Learn the functions of depository and non-depository institutions.	<b>PO.1, PO.2</b>	<b>Remember, Understand</b>
<b>CO3</b>	Gain knowledge of merchant banking and venture capital in India.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand</b>
<b>CO4</b>	Understand leasing, hire-purchase, and factoring, including legal and tax aspects.	<b>PO.1, PO.2, PO.3, PO.5</b>	<b>Remember, Understand</b>
<b>CO5</b>	Learn about credit rating services and the role of rating agencies in India.	<b>PO.1, PO.2, PO.5</b>	<b>Remember, Understand</b>

## DETAILED SYLLABUS:

- **UNIT I- Financial Services:** Meaning and Concepts, Need for Financial Services, Various Types of Financial Services, Fund Based and Non Fund Based, Characteristics and Role of Financial Intermediaries. **(8 Hours)**
- **UNIT II- (a) Depository Institutions and Financial Services:** Commercial Banks and their changing role, functioning of banks, financial services and Banking System. **(b) Non Depository Institutions:** Finance Companies and Mutual Funds and Pension Funds- A Financial Services and their Role. **(10 Hours)**
- **UNIT III- Merchant Banking and Venture Capital:** The Concept of Merchant banking Services of Merchant Bankers, Merchant Banking in India- Rules and Regulations Management of Capital Issues, Fixed Deposits and Debenture Issues, Venture Capital- The Concept and Characteristics, Growth of Venture Capital Services in India. **(10 Hours)**
- **UNIT IV- (a) Leasing:** Concept, Types, Legal and Tax Aspects, Hire- Purchase, Lease structuring. **(b) Factoring:** Concept and Characteristics, Types of Factoring, Factoring in India, Factoring and Bill Rediscounting. **(c) Forfeiting:** Meaning and Mechanism of Forfeiting. **(10 Hours)**
- **UNIT V- Credit Rating Services:** Concept and Types, Function of Credit Rating Agencies, Credit Rating Agencies in India. Recent developments in credit rating. Role of IT in credit rating. **(10 Hours)**

## SUGGESTED READING:

- Bhole, L. M., & Mahakud, J. (2017). Financial institutions and markets: Structure, growth and innovations (6th ed.). McGraw Hill Education India.
- Saunders, A., Cornett, M. M., & Jain, A. (2021). Financial markets and institutions (7th ed.). McGraw Hill Education India.
- Khan, M. Y. (2019). Financial services (10th ed.). McGraw Hill Education India.
- Sasidharan, K. (2008). Financial services and system. McGraw Hill Publishing Company.
- Gomez, C. (2008). Financial markets, institutions and financial services. Prentice Hall of India.
- Saunders, A. (2007). Financial institutions management: A risk management approach (6th ed.). McGraw Hill Publishing Company.

<b>BBA III<sup>rd</sup> Year</b>	<b>(Code- F3.....)</b>		<b>Semester-VI</b>		
	<b>CORPORATE TAX PLANNING AND MANAGEMENT</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** To equip students with the knowledge and analytical skills required for effective corporate tax planning and management, enabling them to minimize tax liabilities legally, understand corporate tax laws, and make informed financial decisions within the regulatory framework.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand basic concepts of tax planning, tax evasion, and tax management.	<b>PO.1, PO.3, PO.4, PO.5</b>	<b>Remember, Understand</b>
<b>CO2</b>	Learn provisions and computation of Minimum Alternate Tax (MAT).	<b>PO.1, PO.2</b>	<b>Remember, Understand</b>
<b>CO3</b>	Apply tax planning in corporate strategies and management decisions.	<b>PO.1, PO.2, PO.3, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO4</b>	Analyze tax implications for companies, including mergers and foreign entities.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO5</b>	Evaluate tax planning in financial and new business decisions.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Tax Planning:** Introduction, Objectives, Meaning of Tax Planning, Importance of Tax Planning, Tax Planning for Individuals, Tax Management, Tax evasion. Special Tax Provisions: Tax provisions relating to free trade zones, infrastructure sector and backward area; Tax incentives for exporters. **(8 Hours)**
- **UNIT II- Minimum Alternate Tax (MAT):** Meaning, Objectives, Concept of Minimum Alternative Tax (MAT), Provisions and Exceptions of MAT for Payment of Tax. Determination of Book Profit, Power of Assessing Officer to Alter Net Profit, Conversion of Net Profit into Book Profit. **(8 Hours)**
- **UNIT III- Tax Planning- Corporate Strategies & Management Decisions:** Introduction, Objectives, Concept of Tax Planning, Tax Planning, Tax Avoidance and Tax Evasion. Corporate Tax Planning, Objectives of tax planning in framing corporate strategies, Tax planning for corporate planning, Importance of corporate tax planning. Introduction to management decisions, Objectives, Areas of Tax Planning, Setting up and commencement of business, Form of the organization, Locational aspects, Nature of Business, Tax Planning relating to corporate restructuring, Tax Planning relating to financial management decisions, Tax Planning for Indian collaborators, Tax Planning for employees. **(14 Hours)**
- **UNIT IV- Corporate Tax Planning in India:** Introduction, Objectives, What is Tax Management? Meaning of a company, Kinds of companies, Provisions regarding taxation of companies in India. Tax Planning with Reference to Non-Resident company, Tax Planning with Reference to Corporate Reorganization, i.e. Amalgamation, Merger, Demerger and Slump sale. **(10 Hours)**
- **UNIT V- Tax Planning and Financial Decisions:** Introduction, Objectives, Capital structure decisions, Lease vs. buy or make vs. buy decisions, Distribution of dividends, Tax treatment of dividends, Bonus shares. Tax planning for new business: Objectives, Organisational form of new business, Location of new business, Nature of new business, Acquisition of assets for new business. **(8 Hours)**

## SUGGESTED READINGS:

- Mehrotra, H. C., & Goyal, S. P. (2023). *Corporate tax planning & management* (22nd ed.). Sahitya Bhawan Publications.
- Singhania, V. K., & Singhania, M. (2023). *Corporate tax planning & business tax procedures with case studies*. Taxmann Publications.
- Sinha, P. K. (2024). *Corporate tax planning* (2nd ed.). Himalaya Publishing House.
- Agrawal, K. K. (2007). *Corporate tax planning* (Vol. 1). Atlantic Publishers & Distributors.
- Ahuja, G., & Gupta, R. (2023). *Simplified approach to corporate tax planning & management*. Commercial Law Publishers.

# **MARKETING MANAGEMENT GROUP**

<b>BBA III<sup>rd</sup> Year</b>	<b>(Code- M1.....)</b>		<b>Semester-VI</b>		
	<b>INTERNATIONAL MARKETING</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The objective of teaching International Marketing is to equip students with a comprehensive understanding of the fundamental concepts, strategies, and intricacies involved in marketing across borders. The course aims to prepare students to navigate the complexities of international business and contribute effectively to the global marketing landscape.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Students will grasp the differences between domestic and international marketing environments.	<b>PO.1, PO.2</b>	<b>Remember, Understand</b>
<b>CO2</b>	Students will be adept at targeting markets, selecting entry strategies, and developing coordinated international marketing plans.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Manage product life cycles, set pricing strategies, and align products with global demands.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Manage international distribution channels and create customized promotional approaches for diverse markets.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO5</b>	Students will approach international business confidently, adapting strategies to cultural and economic nuances for success in global marketing.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to International Marketing:** Meaning and Scope of International Marketing; Importance of International Marketing in Global Trade; Globalization and its Impact on Marketing; International Marketing Environment: Political, Economic, Social, and Technological Factors; Challenges in International Marketing; Global Marketing vs Domestic Marketing; International Marketing Strategies. (10 Hours)
- **UNIT II- International Market Research:** Research Process in International Marketing; Data Collection Techniques in Global Markets; Cultural Sensitivity in Market Research; Challenges in International Market Research; International Marketing Intelligence; Market Entry Strategies: Exporting, Licensing, Joint Ventures, Direct Investment. Evaluating International Markets: Selecting Target Markets. (10 Hours)
- **UNIT III- Product and Pricing Strategies in International Markets:** Product Adaptation vs Standardization in International Marketing; Global Product Strategy: Branding and Positioning; New Product Development for International Markets; Pricing Strategies in International Marketing. Factors Affecting Pricing Decisions: Currency Fluctuations, Tariffs, Cost of Distribution; Global Pricing Issues: Dumping, Price Fixing, and Transfer Pricing. (10 Hours)
- **UNIT IV- Distribution and Promotion Strategies in International Marketing:** International Distribution Channels: Direct vs Indirect Exporting; Channel Management and Logistics in Global Markets; Retailing in International Markets; Promotion and Advertising: Global Advertising Campaigns and Cultural Sensitivity; Personal Selling and Trade Shows in Global Markets. (8 Hours)
- **UNIT V- International Marketing Control and Evaluation:** Control Systems in International Marketing; Monitoring International Marketing Activities; Performance Metrics and Evaluation in International Marketing; Global Marketing Audit; Social and Ethical Issues in International Marketing; International Marketing and Sustainability; Case Studies on Successful Global Marketing Campaigns. (10 Hours)

## SUGGESTED READINGS:

- Cateora, P. R., & Graham, J. L. (2022). *International marketing* (18th ed.). McGraw-Hill Education.
- Kohli, C., & Singh, N. (2017). *International marketing* (2nd ed.). Oxford University Press.
- Vernon, R. (2021). *International marketing strategy: Analysis, development, and implementation* (6th ed.). Routledge.
- Nair, S. R., & Raju, R. (2018). *International business and marketing* (1st ed.). PHI Learning.
- Sridhar, M. R. (2021). *Global marketing strategy* (2nd ed.). Pearson Education India.

<b>BBA III<sup>rd</sup> Year</b>	<b>(Code- M2.....)</b>		<b>Semester-VI</b>		
	<b>INDUSTRIAL MARKETING</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The objectives of teaching Industrial Marketing can be summarized as to develop a comprehensive understanding of the principles and concepts of industrial marketing, enabling students to navigate the unique challenges of business-to-business marketing.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand core concepts and characteristics of industrial (B2B) marketing.	<b>PO.1</b>	<b>Remember, Understand</b>
<b>CO2</b>	Analyze organizational buying behavior and apply segmentation, targeting, and positioning in industrial markets.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Develop appropriate product and pricing strategies for industrial goods and services.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Design effective distribution and communication channels tailored for industrial customers.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand, Apply</b>
<b>CO5</b>	Formulate and evaluate industrial marketing strategies, with emphasis on ethics, relationship management, and performance control.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Industrial Marketing:** Definition and Scope of Industrial Marketing; Differences between Industrial and Consumer Marketing; Characteristics of Industrial Markets; Types of Industrial Products and Customers; Nature and Classification of Industrial Buyers; Industrial Marketing Environment: Micro and Macro Factors. **(10 Hours)**
- **UNIT II- Industrial Buyer Behavior and Market Segmentation:** Organizational Buying Process; Buying Roles and Influencers; Models of Organizational Buying Behavior; Factors Influencing Industrial Buying Decisions; Industrial Market Segmentation: Bases and Criteria; Targeting and Positioning in Industrial Markets. **(10 Hours)**
- **UNIT III- Product and Pricing Strategies in Industrial Marketing:** Industrial Product Life Cycle; Product Planning and Development; Customization and Standardization of Industrial Products; Pricing Objectives and Strategies; Factors Affecting Pricing Decisions; Competitive Bidding and Negotiated Pricing. **(8 Hours)**
- **UNIT IV- Distribution and Communication in Industrial Markets:** Industrial Marketing Channels: Types and Functions; Channel Design and Management; Logistics and Supply Chain Management; Industrial Sales Force Management; Industrial Advertising and Sales Promotion; Trade Shows, Exhibitions, and Digital Marketing in B2B. **(10 Hours)**
- **UNIT V- Industrial Marketing Strategy and Ethics:** Developing Industrial Marketing Plans and Strategies; Relationship Marketing and Customer Retention; Key Account Management; Evaluation and Control of Industrial Marketing Performance; Ethical and Legal Issues in Industrial Marketing; Case Studies in Industrial/B2B Marketing. **(10 Hours)**

## SUGGESTED READINGS

- Havaldar, K. K., & Cavale, V. M. (2010). *Industrial marketing: Text and cases* (3rd ed.). Tata McGraw-Hill Education.
- Pillai, R. S. N., & Bagavathi, V. (2013). *Modern marketing: Principles and practices* (1st ed.). S. Chand Publishing.
- Krishnamacharyulu, C. S. G., & Ramakrishnan, L. (2011). *Business-to-business marketing* (1st ed.). Pearson Education India.
- Hutt, M. D., & Speh, T. W. (2023). *Business marketing management: B2B* (13th ed.). Cengage Learning.

<b>BBA</b> <b>III<sup>rd</sup> Year</b>	<b>(Code- M3.....)</b>		<b>Semester-VI</b>		
	<b>RURAL MARKETING</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The course objective of the subject of Rural Marketing is to provide students with an understanding of the challenges and opportunities involved in marketing to rural consumers, with a focus on consumer behavior, product planning, distribution channels, and marketing of agricultural inputs.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the nature and scope of rural marketing and its significance in the Indian economy.	<b>PO.1, PO.2</b>	<b>Remember, Understand</b>
<b>CO2</b>	Analyze rural consumer behavior and the factors influencing their buying decisions.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Develop effective marketing strategies including product, pricing, distribution, and promotion tailored to rural markets.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Evaluate the challenges and opportunities in rural marketing and propose practical solutions.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO5</b>	Apply rural marketing concepts to real-world scenarios through case studies and strategic planning.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply</b>

## DETAILED SYLLABUS

- **UNIT I- Introduction to Rural Marketing:** Meaning and Scope of Rural Marketing; Importance of Rural Marketing in the Indian Economy; Characteristics of Rural Markets; Rural vs Urban Markets: Differences and Similarities; Challenges in Rural Marketing; Opportunities in Rural Markets; Rural Consumer Behavior. **(10 Hours)**
- **UNIT II- Rural Consumer Behavior:** Understanding Rural Consumers; Psychological Factors Influencing Rural Buyers; Cultural Factors: Influence of Traditions and Customs; Socio-economic Factors in Rural Purchasing Decisions; Rural Market Segmentation; Buyer Decision Process in Rural Markets. **(8 Hours)**
- **UNIT III- Rural Marketing Strategies:** Product Strategies for Rural Markets; Pricing Strategies in Rural Marketing; Promotion and Advertising in Rural Areas; Place (Distribution) Strategies for Rural Markets; Sales and Marketing Channels in Rural Areas; Innovative Marketing Models for Rural Development. **(10 Hours)**
- **UNIT IV- Rural Markets:** Challenges in Rural Marketing; Rural Market Mapping and Profiling; Consumer Feedback and Insights; Using Technology in Rural Marketing Research. Personnel Selling in Rural Markets, Marketing of Agricultural Inputs with Special Reference to Fertilizers, Seeds, Agricultural Implements and Tractors. **(10 Hours)**
- **UNIT V- Rural Marketing and Rural Development:** Role of Rural Marketing in Economic Development; Government Policies and Schemes for Rural Marketing; Social Marketing for Rural Welfare; Rural Entrepreneurship and its Growth; Case Studies on Successful Rural Marketing Campaigns; Sustainability in Rural Marketing. **(10 Hours)**

## SUGGESTED READINGS

- Chatterjee, S. (2020). *Rural marketing in India* (1st ed.). Himalaya Publishing House.
- Raja Gopal. (2016). *Indian Rural Marketing*. New Age International Publishers.
- Gopalswamy, T. P. (2013). *Rural Marketing-Environment, Problems and Strategies*. Himalaya Publishing House.
- Ramachandram H. and Shastri G. S. (2014). *Behaviour in Space-Rural Marketing in an Underdeveloped Economy*. Himalaya Publishing House.
- Krishnamacharyulu, C. S. G., & Ramakrishnan, L. (2011). *Rural marketing: Text and cases* (2nd ed.). Pearson Education India.

# **HUMAN RESOURCE MANAGEMENT GROUP**

<b>BBA III<sup>rd</sup> Year</b>	<b>(Code- H1.....)</b>		<b>Semester-VI</b>		
	<b>HUMAN RESOURCE PLANNING &amp; DEVELOPMENT</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The objective of the course in Human Resource Planning & Development is to provide students with a comprehensive understanding of the principles, theories, and practices related to managing human resources within organizations. The course aims to equip students with the knowledge and skills necessary to effectively attract, develop, motivate, and retain employees to achieve organizational goals.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand human resource planning and its forecasting methods.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand</b>
<b>CO2</b>	Grasp job and career planning, including job analysis, enrichment, and career counseling.	<b>PO.1, PO.2, PO.3, PO.5</b>	<b>Remember, Understand</b>
<b>CO3</b>	Learn recruitment and selection strategies, and approaches to employee development.	<b>PO.1, PO.2, PO.3, PO.5</b>	<b>Remember, Understand</b>
<b>CO4</b>	Explore human resource development (HRD) concepts and designing effective HRD systems.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand</b>
<b>CO5</b>	Comprehend performance appraisal, its types, and monitoring for employee development.	<b>PO.1, PO.2, PO.3, PO.5</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>

## DETAILED SYLLABUS:

- **UNIT I- Human Resource Planning:** Definition, Objectives and Components of Human Resource Planning, Manpower Forecasting: Necessity, Problems, Approaches, and Benefits of Forecasting. Modern HR Planning Tools (e.g., HR Analytics, Workforce Planning Software); Linkage of HR Planning with Strategic Planning. **(10 Hours)**
- **UNIT II- Job & Career Planning:** Job Analysis, Job Evaluation, Job Description, Job Specification: Concept, Needs and Importance. Job Enrichment, Job Satisfaction. Career Planning: Significance, Need and Its components, Career counseling, Career Patching. **(10 Hours)**
- **UNIT III- Recruitment & Selection:** Recruitment and Selection of Human Resource, Factors Influencing Recruitment and selection, Different Methods of recruitment and Selection. Employee development, Work, Role and Importance of Employees and Executives, managers, Factors Responsible for Employee Behaviour, Different Approaches to Employee development. **(10 Hours)**
- **UNIT IV- Human Resource Development:** Meaning, methods, process and outcomes of human resource development; Tasks of HRD department; Designing a effective HRD system; Ways for improvement of human resource in an organization. Role of Technology and Digital Learning in HRD. **(8 Hours)**
- **UNIT V- Performance Appraisal:** Definition, Nature and Importance of Performance Appraisal Different Types of Appraisal Systems: Traditional and Modern (e.g., 360-Degree, BARS, MBO). Common Errors in Appraisal; Monitoring and Reviewing of Appraisal Systems; Linking Appraisal with Rewards and Promotions; Use of Performance Management Software and KPIs. **(10 Hours)**

## SUGGESTED READINGS

- Mondy, R. W., & Martocchio, J. J. (2016). *Human Resource Management* (14th ed.). Pearson Education.
- Aswathappa, K. (2021). *Human Resource Management: Text and Cases* (10th ed.). McGraw Hill Education.
- Rao, T. V. (2020). *Performance Management and Appraisal Systems: HR Tools for Global Competitiveness*. SAGE Publications India.
- Gupta, C. B. (2022). *Human Resource Management*. Sultan Chand & Sons.
- Mathis, R. L., Jackson, J. H., Valentine, S. R., & Meglich, P. A. (2023). *Human Resource Management* (16th ed.). Cengage Learning.

<b>BBA III<sup>rd</sup> Year</b>	<b>(Code- H2.....)</b>		<b>Semester-VI</b>		
	<b>PERFORMANCE APPRAISAL &amp; COMPENSATION MANAGEMENT</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** Develop a comprehensive understanding of performance management systems and their objectives, including the measurement and evaluation of employee performance to drive organizational effectiveness and individual development. Explore different approaches to determining compensation and the role of compensation as a retention strategy.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the concept, objectives, and process of performance management and appraisal.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand</b>
<b>CO2</b>	Analyze performance appraisal methods and related ethical considerations.	<b>PO.1, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Understand compensation components and design retention-focused pay strategies.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand</b>
<b>CO4</b>	Develop effective incentive and gain-sharing plans for organizations.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand</b>
<b>CO5</b>	Recognize legal constraints on pay systems and the role of employee benefits.	<b>PO.1, PO.2, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction:** Concept and objectives of performance management system, Performance appraisal and performance management, Performance Management– definition, objectives, need and measurement. **(10 Hours)**
- **UNIT II- Performance Appraisal:** Process of performance appraisal, issues and challenges in performance appraisal, documentation of performance appraisal, Methods of Performance appraisal – traditional methods, modern methods with advantages and disadvantages of each - appraisal interviews, performance feedback and counseling, use of technology and e-PMS, Ethical perspectives in performance appraisal. **(10 Hours)**
- **UNIT III- Compensation:** Definition, Classification and Types. Components of remuneration- basis pay, dearness allowance, flat and indexed DA, allowances and reimbursement, Determining Compensation, Compensation Approaches. Compensation as a Retention Strategy, Financial and non-financial compensation. **(10 Hours)**
- **UNIT IV- Incentive System:** Performance Based Pay Systems, Incentives - incentive plans, developing effective incentive plans. Gain Sharing Incentive Plan – Enterprise Incentive Plan – Profit Sharing Plan- ESOPs – Compensation Management in Multi-National organisations. **(10 Hours)**
- **UNIT V- Rewards and Benefits:** Reward systems, Perceptions of Pay Fairness – the legal environment, Legal Constraints on Pay Systems. Employee Benefits.- retirement benefits, perquisites, non-monetary benefits. **(8 Hours)**

## SUGGESTED READINGS:

- Dewakar Goel, *Performance Appraisal And Compensation Management*, PHI Learning, New Delhi.
- Richard.I. Henderson, *Compensation Management In A Knowledge Based World*, Prentice Hall India, New Delhi.
- Richard Thrope& Gill Homen, *Strategic Reward Systems*, Prentice Hall India, New Delhi.
- Michael Armstrong & Helen Murlis, *Hand Book Of Reward Management*, Crust Publishing House.

<b>BBA</b> <b>III<sup>rd</sup> Year</b>	<b>(Code- H3.....)</b>		<b>Semester-VI</b>		
	<b>SOCIAL SECURITY &amp; LABOUR WELFARE</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The course objective is to provide students with a comprehensive understanding of labour welfare, social security, and related laws, including the role of international organizations like ILO in promoting workers' rights and welfare. To make them familiarize with labour policies so that they become self-dependent in planning better work system for the employees and reflect their identity as a good decision maker.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the concept, objectives, and scope of labour welfare in India.	<b>PO.1, PO.2, PO.3, PO.5</b>	<b>Remember, Understand</b>
<b>CO2</b>	Know the role of statutory and non-statutory labour welfare agencies in India.	<b>PO.1, PO.2, PO.3, PO.5</b>	<b>Remember, Understand</b>
<b>CO3</b>	Learn the origin, growth, and types of social security schemes in India.	<b>PO.1, PO.2, PO.3, PO.5</b>	<b>Remember, Understand</b>
<b>CO4</b>	Understand the objectives and functions of ILO and its relation with India.	<b>PO.1, PO.2, PO.3, PO.5</b>	<b>Remember, Understand</b>
<b>CO5</b>	Gain knowledge of key welfare and social security laws in India.	<b>PO.1, PO.2, PO.3, PO.5</b>	<b>Remember, Understand</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction:** Concept, Objectives and Principles of Labour Welfare, Agencies for Labour Welfare in India, Extent of Labour Welfare Work in India at Different Levels Statutory and Non-Statutory. **(10 Hours)**
- **UNIT II- Labour Welfare in India:** Labour Welfare Officer, Health, Safety and Welfare of Workers, Central Welfare Fund, Appraisal of Welfare Services. **(10 Hours)**
- **UNIT III- Social Security:** Concept, Significance, Origin and Growth of Social Security in India, Social Security Schemes- Social Assistance and Social Insurance, Old Age, Invalidity and Unemployment Insurance. **(10 Hours)**
- **UNIT IV- International Labour Organisation:** Objectives, Functions and Principles of I.L.O, I.L.O and India. **(8 Hours)**
- **UNIT V: Welfare and Social Security Laws:** Salient Features of Workmen Compensation Act,1923; Maternity Benefit Act,1961; Employees State Insurance Act,1923 and Employees Provident Fund Act,1952. **(10 Hours)**

## SUGGESTED READINGS:

- Ghosh, D. (2018). *Labour Welfare and Social Security in India*. Academic Excellence Publication.
- Ravi, G. (2019). *Social Security and Labour Welfare: Concepts and Practices*. Sage Publications India.
- Chakraborty, S. K. (2019). *Labour Welfare and Social Security*. Kalyani Publishers.
- Venkata Ratnam, C. S. (2018). *Social Security and Labour Welfare*. Himalaya Publishing House.
- Singh, P. (2019). *Social Security and Labour Welfare in India*. Anmol Publications Pvt. Ltd.

# **RETAIL MARKETING GROUP**

<b>BBA III<sup>rd</sup> Year</b>	<b>(Code- R1.....)</b>		<b>Semester-VI</b>		
	<b>RETAIL SUPPLY CHAIN MANAGEMENT</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The course objective is to equip students with a solid understanding of supply chain management in the retail sector, focusing on concepts, logistics, IT-enabled systems, distribution networks, and inventory management. The objective is to prepare students for careers in retail operations by imparting practical knowledge and strategies for efficient supply chain management.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the nature and importance of supply chain management in retail.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand</b>
<b>CO2</b>	Comprehend value chains, logistics, and the role of IT in retail SCM.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Learn about retail distribution channels and strategy decisions.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand</b>
<b>CO4</b>	Understand inventory management and cost optimization in retail.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand</b>
<b>CO5</b>	Develop practical skills for efficient retail supply chain management.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction:** Retail Supply Chain Management- Nature, Concept and significance of supply chain management, Supply chain management in case of Retail Business, Features and components of retail supply chain, Customer focus. **(10 Hours)**
- **UNIT II- Value Chain System:** Nature and concept of value chain and value delivery system, concept and significance of Transportation, Process of Transportation decision, Direct Logistics, Third Party logistic Providers, Multi model transportation, Reverse Logistics, Warehousing and transportation, warehousing operation and cross docking. **(10 Hours)**
- **UNIT III- IT enabled Value Chain:** Nature and Significance of Information Technology enabled supply chain management, ERP application, Just in time concept, Quick response delivery system, optimization of supply chain, Outsourcing-nature, significance and benefits of outsourcing, Retailing and Outsourcing, Key considerations in outsourcing, Global volatility of outsourcing. **(10 Hours)**
- **UNIT IV- Distribution Network:** Distribution Network- Different distribution channels, channel design decision, Channel Management, Distribution Channel strategy. **(8 Hours)**
- **UNIT V- Inventory management:** Meaning, nature and significance of Inventory management, Inventory management and retail business, optimization and minimization of inventory, inventory cost, and Economic order quantity. **(10 Hours)**

## SUGGESTED READING:

- Chopra, S., & Meindl, P. (2023). *Supply Chain Management: Strategy, Planning, and Operation* (8th ed.). Pearson.
- Bowersox, D. J., Closs, D. J., & Cooper, M. B. (2020). *Supply Chain Logistics Management* (5th ed.). McGraw Hill Education.
- Sharma, R. (2020). *Retail Management: Text and Cases* (3rd ed.). Sage Publications India.
- Agarwal, D. K., & Sharma, K. (2021). *Supply Chain Management: Strategy, Cases and Best Practices*. Macmillan Education India.
- Fernie, J., & Sparks, L. (2019). *Logistics and Retail Management: Emerging Issues and New Challenges in the Retail Supply Chain* (4th ed.). Kogan Page.

<b>BBA III<sup>rd</sup> Year</b>	<b>(Code- R2.....)</b>		<b>Semester-VI</b>		
	<b>MALL MANAGEMENT</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The objective of teaching "Mall Management" is to provide students with a comprehensive understanding of the nature, concept, and management of malls. It aims to familiarize students with the global and Indian evolution of malls, their advantages, and challenges, as well as future trends.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the nature, evolution, and pros/cons of malls, including global and Indian contexts.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand</b>
<b>CO2</b>	Comprehend mall architecture and its key components for creating appealing shopping spaces.	<b>PO.1, PO.3</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Learn locational analysis, tenant selection, and retail zoning to optimize tenant mix.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Develop skills in managing mall operations like tenant mix, space, facilities, security, and promotions.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO5</b>	Gain practical exposure through field visits for real-world understanding of mall management.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Mall Management:** Nature and Concept of Mall, Genesis and growth of Malls globally, concept and growth of malls in India, Advantages and Disadvantages of Malls, Future trends and Projections of Malls, Malls and other Retail formals, Indian Mall and Western countries Malls. **(10 Hours)**
- **UNIT II- Concept of Mall Management:** Concept and component of Malls, Mall Architecture and its components, Façade, Atrium, Entrance, Circulation, Amenities and Utilities, Path and Parking. **(10 Hours)**
- **UNIT III- Locational Analysis:** Mall Location, Situation and location decisions, Catchments are identification, Process of Tenant decision, Tenant mix, Process of Retail zoning and decisions, Suitability of Retail Formats, Hyper Markets, Department Store, Multiplexes, Eating Joints. **(10 Hours)**
- **UNIT IV- Planning in Mall Management:** Components of Mall Management, Tenant mix planning, Space selling, facilities and utilities management, security and information planning and management, Mall promotion and event management. **(10 Hours)**
- **UNIT V- Field Visit:** Field visits of students for on-the-spot assessment and study of Mall Management. **(8 Hours)**

## SUGGESTED READING:

- Berman, B., & Evans, J. R. (2018). *Retail Management: A Strategic Approach* (13th ed.). Pearson Education.
- Levy, M., Weitz, B. A., & Grewal, D. (2019). *Retailing Management* (10th ed.). McGraw Hill Education.
- Ghosh, P. K. (2021). *Retail Management* (2nd ed.). Vikas Publishing House.
- Pradhan, S. (2022). *Retailing Management: Text and Cases* (6th ed.). McGraw Hill Education India.
- Fernie, J., Fernie, S., & Moore, C. M. (2018). *Principles of Retailing* (2nd ed.). Routledge.

<b>BBA</b> <b>III<sup>rd</sup> Year</b>	<b>(Code- R3.....)</b>		<b>Semester-VI</b>		
	<b>RETAIL STORE OPERATIONS &amp; MANAGEMENT</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The objective is to equip students with the knowledge and skills needed to manage and optimize retail store operations effectively. This includes understanding store management processes, product and brand management, store planning, creating a positive retail environment, and enhancing retail salesmanship.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the role of store operations in retail productivity and profitability.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand</b>
<b>CO2</b>	Comprehend product, brand, and category management in retail.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Learn principles of store planning, design, and space management.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand</b>
<b>CO4</b>	Gain knowledge of retail HR practices and customer care.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand</b>
<b>CO5</b>	Develop salesmanship skills for effective retail performance.	<b>PO.1, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction:** Nature, Concept and significance of store operations, Process of store management, Management of Retail Productivity and Profitability. **(8 Hours)**
- **UNIT II- Product & Brand Management:** Product and Merchandize Management, Brand Management and Retailing, Model stock plan, Types of Supplies, Process of Selection of Suppliers, Category management, Process of Merchandize Management. **(10 Hours)**
- **UNIT III- Store planning:** Store Space management, Store Design Planning and process, Atmospheric components, colour texture, lighting, temperature, music, goods presentation, Retail image. **(10 Hours)**
- **UNIT IV- Retail Environment:** Retail selling environment, Store design, Store management, Retail Business Human resource Management, Recruitment, selection, training, placement and performance appraisal, motivation. Allocation and retention of Human Resource in Retail Business. **(10 Hours)**
- **UNIT V- Retail Selling:** Retail Salesmanship, Nature, concept and importance of Retail salesmanship, Theories of selling with special relationship of retailing, Retail sales management, customer care and service quality, Multi task and flexibility, synchronization. **(10 Hours)**

## SUGGESTED READINGS

- Sinha, P. K., & Uniyal, D. P. (2019). *Managing Retailing* (3rd ed.). Oxford University Press.
- Panda, T. K., & Sahadev, S. (2021). *Retail Marketing* (2nd ed.). Oxford University Press.
- Berman, B., & Evans, J. R. (2018). *Retail Management: A Strategic Approach* (13th ed.). Pearson Education.
- Levy, M., Weitz, B. A., & Grewal, D. (2019). *Retailing Management* (10th ed.). McGraw Hill Education.
- Berman, B., & Evans, J. R. (2018). *Retail Management: A Strategic Approach* (13th ed.). Pearson Education

# **INTERNATIONAL BUSINESS MANAGEMENT GROUP**

<b>BBA</b> <b>III<sup>rd</sup> Year</b>	<b>(Code- IB1.....)</b>		<b>Semester-VI</b>		
	<b>INTERNATIONAL DISTRIBUTION &amp; SUPPLY CHAIN MANAGEMENT</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The objective is to teach students how to manage global supply chains efficiently. This course will help them understand the key concepts, functions, and strategies in international distribution and supply chain management. By the end of the course, students will be prepared to address real-world supply chain challenges and contribute to the effectiveness of global supply chains.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand key concepts in international supply chain management.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand</b>
<b>CO2</b>	Master global logistics, procurement, and environmental analysis.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand</b>
<b>CO3</b>	Gain insights into global distribution and supply chain strategies.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand</b>
<b>CO4</b>	Learn emerging trends and best practices in supply chain management.	<b>PO.1, PO.2, PO.3, PO.5</b>	<b>Remember, Understand</b>
<b>CO5</b>	Develop skills to address real-world supply chain challenges and enhance efficiency.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>

## DETAILED SYLLABUS:

- **UNIT I- Supply Chain Management:** Concept, Objectives, Functions and Importance of Supply Chain Management, Issues in Supply Chain Management, Strategic partnership, 3PL, 4PL, Managing networks and relationships, Sourcing Internationally, Subcontracting within an International Dimension, Procurement Decisions, Reverse Logistics. **(10 Hours)**
- **UNIT II- Integrated Logistics Activities:** Integrated Logistics Model, Value Added Concept, Financial Impact of Integrated Logistics on Firm, Emerging Integrated Logistics Concepts, Customer Service, Channels of Distribution, Concept of Distribution Centre.
- Service Response Logistics: Primary Service response Logistics Activities, Service Response Logistics Functions, Intermediaries in Service Response Logistics. **(10 Hours)**
- **UNIT III- Logistics Management:** Concept, Objective and Scope, Major functions of Logistics- Transportation, Warehousing, Inventory Management, Material Handling and Storage, Logistical Packaging, Information flows. **(8 Hours)**
- **UNIT IV- Global Logistics and SCM:** Managing Global Logistics, Components of Global Logistics Management, process and impact of Global Logistics, Environmental Analysis, Global Distribution, channel strategies, logistics strategies, supply chain strategies, Global Sourcing and Purchasing, Outsourced Manufacturing, Global Sourcing, Purchasing and Supplier Relations. **(10 Hours)**
- **UNIT V- Current Issues in Supply Chain Management:** Best Practices in SCM- Tierization of Suppliers, Vendor Managed inventory, Milk Round System, Bar Coding, Hub and Spoke Concept, Postponement Strategy, Cross Docking, Drop Shipping, Risk Pooling, Trans Shipment, RFID, Benchmarking, Reengineering, Virtual Supply Chain, Agile and Lean Supply Chain, Green Supply Chain, Flexible Supply Chain. **(10 Hours)**

## SUGGESTED READING:

- Branch, A. E. (2008). *Global supply chain management and international logistics*. Routledge.
- Long, D. (2003). *International logistics: Global supply chain management*. Kluwer Academic Publishers.
- Ramachandran, K. (2015). *International logistics: The management of international trade operations* (2nd ed.). Himalaya Publishing House.
- Gopinath, D., & Kannan, K. S. (2014). *Logistics management: A global perspective*. PHI Learning.
- Arora, J. S. (2013). *Supply chain management: A multi-disciplinary approach*. Global India Publications.

<b>BBA III<sup>rd</sup> Year</b>	<b>(Code- IB2.....)</b>		<b>Semester-VI</b>		
	<b>INTERNATIONAL ACCOUNTING &amp; REPORTING SYSTEM</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The objective is to help students understand international accounting and reporting. This course aims to introduce them to global financial reporting standards, the differences between international and local standards, and how to apply these standards in practice.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	International Accounting Fundamentals: Understand international accounting principles and standards.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand</b>
<b>CO2</b>	Comparative Analysis: Compare international and local accounting systems.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	IFRS Application: Apply key IFRS standards effectively in financial reporting.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand, Apply</b>
<b>CO4</b>	Foreign Exchange Accounting: Learn foreign currency transaction mechanics and accounting.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand</b>
<b>CO5</b>	Global Corporate Reporting: Explore international corporate reporting requirements, including sustainability reporting and governance.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to International Accounting:** Concept and significance of international accounting; Overview of international financial reporting standards (IFRS) and generally accepted accounting principles (GAAP); International accounting standards bodies and regulatory bodies. **(10 Hours)**
- **UNIT II- Comparative Accounting Systems:** Comparison of accounting systems worldwide. Differences between IFRS and GAAP, Harmonization and convergence of international accounting standards. The role of the International Accounting Standards Board (IASB). **(8 Hours)**
- **UNIT III- International Financial Reporting Standards (IFRS):** In-depth study of key IFRS standards. IFRS financial statements: balance sheet, income statement, cash flow statement, and statement of changes in equity. Fair value measurement and impairment accounting under IFRS. IFRS for small and medium-sized entities (SMEs). **(10 Hours)**
- **UNIT IV- Foreign Currency Transactions and Hedging Foreign Exchange Risk:** Introduction to the foreign exchange market. Foreign exchange rates, quotations, and currency pairs. Exchange rate systems (fixed, floating, pegged, etc.). Factors influencing exchange rates. Mechanics of foreign currency transactions. Spot and forward exchange rates. Currency conversion and settlement processes. Accounting for foreign currency transactions. **(10 Hours)**
- **UNIT V- International Corporate Reporting:** International corporate reporting and disclosure requirements. Segment reporting, related party transactions, and accounting for income taxes in an international context. Environmental and social reporting in international accounting. The role of auditors and corporate governance in international reporting. Emerging issues in international accounting and reporting. Sustainability reporting and integrated reporting. **(10 Hours)**

## SUGGESTED READINGS:

- Choi, F., & Meek, G. K. (2013). *International Accounting* (7th ed.). Pearson Education.
- Plumlee, M. (2010). *International Financial Reporting Standards*. Prentice Hall.
- Madura, J. (2020). *International Financial Management* (14th ed.). Cengage Learning.
- Stone, M. R., Roger, S., & Nordstrom, A. (2009). *The Role of the Exchange Rate in Inflation-Targeting Emerging Economies*. International Monetary Fund.

<b>BBA III<sup>rd</sup> Year</b>	<b>(Code- IB3.....)</b>		<b>Semester-VI</b>		
	<b>INTERNATIONAL JOINT VENTURES, MERGERS &amp; ACQUISITIONS</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** To develop analytical, strategic, and decision-making skills among students in the domain of international joint ventures, mergers, acquisitions, and corporate restructuring with a focus on value creation, regulatory compliance, and sustainable business integration.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the strategic motives behind joint ventures and M&A.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand</b>
<b>CO2</b>	Apply valuation methods for mergers and acquisitions.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand, Apply</b>
<b>CO3</b>	Interpret legal and regulatory frameworks governing M&A.	<b>PO.1, PO.2, PO.3, PO.5</b>	<b>Remember, Understand</b>
<b>CO4</b>	Analyze cross-border challenges, including cultural and tax issues.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO5</b>	Evaluate post-merger performance and shareholder impact.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Joint Ventures:** Meaning and Concept of Joint Ventures; Objectives, Need, and Strategic Importance of Joint Ventures; Types and Structures of Joint Ventures (Equity-based, Contractual, Domestic, International); Legal and Regulatory Framework for Joint Ventures in India and abroad; Strategic Alliances vs. Joint Ventures; Success and Failure Factors in Joint Ventures. Case Studies: Successful and failed joint ventures (e.g., Sony Ericsson, Tata Starbucks, Ford-Mahindra). **(10 Hours)**
- **UNIT II- Mergers & Acquisitions – Concepts and Strategies:** Introduction and Meaning of Mergers and Acquisitions; Types of Mergers: Horizontal, Vertical, Conglomerate, Congeneric. Theories of M&A: Efficiency, Monopoly, Valuation, Agency, Hubris Hypotheses. Cross-border Mergers & Acquisitions: Trends, Challenges, Opportunities; Strategic Rationale for M&A: Growth, Synergy, Diversification, Turnaround; Handling Cultural, Taxation, and Legal Issues in Cross-border M&A. Buybacks, Reverse Mergers, Demergers, Takeovers and their Types; Case Studies: Vodafone-Idea, Flipkart-Walmart, Tata-Corus. **(10 Hours)**
- **UNIT III- Deal Structuring and Valuation Techniques:** Deal Structuring: Friendly vs Hostile Takeovers, Bidding Process; Factors Influencing Valuation in M&A; Methods of Valuation: Market Value Method, Book Value Method, Discounted Cash Flow (DCF) Method. Comparable Company Analysis, Precedent Transaction Analysis, Swap Ratio and Slump Sale Valuation. Sensitivity Analysis and Economic Value Added (EVA), Cost-Benefit Analysis in M&A. **(10 Hours)**
- **UNIT IV- Post-Merger Evaluation & Performance:** Post-Merger Integration (PMI): Cultural, Operational, and Strategic Aspects; Financial Evaluation of M&A: EPS Analysis, ROE, ROI, Synergy Realization. Impact of M&A on Shareholder Wealth and Market Value; Methods of Payment: Cash, Stock, Debt Instruments; Financing Options in M&A Transactions; Measuring Success and Failure of M&A Deals; Case Studies: HP-Compaq, Exxon-Mobil. **(8 Hours)**
- **UNIT V- Legal, Regulatory, and Ethical Framework:** Competition Act, 2002: Provisions Related to Mergers & Acquisitions; SEBI (Substantial Acquisition of Shares and Takeovers) Regulations, 2011; Foreign Exchange Management Act (FEMA) and Cross-Border M&A; Company Law Provisions Governing Restructuring in India; Ethical Issues in Mergers & Acquisitions: Insider Trading, Conflict of Interest; Criteria for Friendly Takeovers and Negotiation Strategies; Regulatory Role of RBI, CCI, SEBI; International Regulatory Bodies (OECD Guidelines, UNCTAD). **(10 Hours)**

## SUGGESTED READINGS:

- Weston, J. F., Chung, K. S., & Hoag, S. E. (2020). *Mergers, restructuring and corporate control* (7th ed.). Pearson.
- Sundarsanam, P. S. (2015). *Creating value from mergers and acquisitions: The challenges*. Pearson Education India.
- Narayankar, R. (2021). *Mergers and acquisitions: Corporate restructuring, strategy and practices* (Rev. ed.). International Book House.
- Boeh, K. K., & Beamish, P. W. (2020). *Mergers and acquisitions: Text and cases*. SAGE Publications India.
- DePamphilis, D. M. (2019). *Mergers, acquisitions, and other restructuring activities* (11th ed.). Academic Press.
- Gaughan, P. A. (2018). *Mergers, acquisitions, and corporate restructurings* (7th ed.). Wiley.

# **BUSINESS ANALYTICS GROUP**

<b>BBA III<sup>rd</sup> Year</b>	<b>(Code- BA1.....)</b>		<b>Semester-VI</b>		
	<b>FINANCE ANALYTICS</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** This course aims to equip students with the essential skills and knowledge to analyze financial data using advanced tools like Excel, SPSS/Python or R. Students will learn to summarize and visualize data, implement financial models, conduct time-series forecasting, and apply various risk management techniques to make informed financial decisions.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Apply advanced Excel tools to summarize, visualize, and analyze financial data, including pricing and risk analytics.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand, Apply</b>
<b>CO2</b>	Build and implement financial models using real-world data to evaluate prices, security returns, portfolio performance, and associated risks.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Analyze time-series data by identifying its components, performing trend analysis, and using smoothing techniques for forecasting.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Develop and evaluate time-series forecasting models, including autoregressive and ARIMA models, for financial data prediction.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO5</b>	Apply hierarchical forecasting methods and assess model accuracy to select the most appropriate forecasting techniques for financial decision-making.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>

## DETAILED SYLLABUS:

- **UNIT I- Summarizing and Analyzing Financial Data:** Overview of Financial Analytics, Types and Sources of Financial Data, Summarize Data, Slicing and Dicing Financial Data with PivotTables, Basic Charts to Summarize Financial Data. Pricing Analytics, Risk based pricing. **(10 Hours)**
- **UNIT II- Risk Analytics and Predictive Modeling:** Fraud Detection and Prediction Techniques; Loss Risk Forecasting and Risk Profiling; Portfolio Stress Testing and Credit Risk Analytics. Introduction to Predictive Modeling in Finance; Tools and Techniques for Financial Risk Management. **(8 Hours)**
- **UNIT III- Financial Data Analysis and Modeling:** Analyze financial data and implement financial models using any software. Process of Data, implement the models and generate typical output namely Prices and individual security returns, Portfolio returns, Risks, Factor Models. **(10 Hours)**
- **UNIT IV- Time Series Analysis and Forecasting:** Forecasting-Time Series Data- Component Factors of the Time- Series Model, Trend Analysis-Seasonal and Cyclical Behaviour-Smoothing of Annual Time Series: Moving averages, Exponential smoothing - Least-Squares Trend Fitting and Forecasting: Linear, quadratic and exponential models. **(10 Hours)**
- **UNIT V- Advanced Time Series Models and Forecasting Techniques:** Autocorrelation and Auto Regression, Autoregressive Models, ARIMA Time-Series Model Time-Series Forecasting of Monthly or Quarterly Data, Accuracy Statistics and Forecast Model Selection, Families of Forecasting Models, Hierarchical Forecasting, Adjustments to Statistical Forecasts. **(10 Hours)**

## SUGGESTED READING:

- Mohanty, P. (2023). *Financial analytics*. Wiley India.
- Perlin, M. S. (2017). *Processing and analyzing financial data with R*. Self-published.
- Hanke, J. E., & Wichern, D. W. (2021). *Business forecasting* (9th ed.). Pearson.
- Hoshmand, A. R. (2009). *Business forecasting: A practical approach* (1st ed.). Routledge.
- Ruppert, D., & Matteson, D. S. (2015). *Statistics and data analysis for financial engineering: With R examples* (2nd ed.). Springer.
- Shmueli, G., & Lichtendahl, K. C. Jr. (2016). *Practical time series forecasting with R: A hands-on guide* (2nd ed.). Axelrod Schnall Publishers.

<b>BBA III<sup>rd</sup> Year</b>	<b>(Code- BA2.....)</b>		<b>Semester-VI</b>		
	<b>HR ANALYTICS</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The course is designed to equip students with the knowledge, skills, and competencies necessary to understand and apply data analytics techniques in the field of human resource management.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the significance of data-driven decision-making in human resource management.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand</b>
<b>CO2</b>	Gain knowledge of essential HR metrics and their role in evaluating HR effectiveness.	<b>PO.1, PO.2, PO.3, PO.5</b>	<b>Remember, Understand</b>
<b>CO3</b>	Develop analytical skills to collect, process, and interpret HR data using various tools.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO4</b>	Apply statistical and analytical techniques to solve practical HR challenges.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO5</b>	Create and visualise HR dashboards to monitor performance and support strategic decisions.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>

## DETAILED SYLLABUS:

- **UNIT I- Foundations of HR Analytics:** Evolution and Growth of HR Analytics; Importance and Scope in Modern Organizations; Introduction to HR Metrics; Application of HR Metrics in: HR Operations, Recruitment, Training & Development. Using Metrics for Monitoring and Decision-making. **(10 Hours)**
- **UNIT II- HR Data Handling and Descriptive Analytics:** Introduction to Descriptive Analytics; Data Collection and Cleaning in HR Context; Use of Excel and Software Tools for HR Dashboards; Slicing and Dicing HR Data with PivotTables; Visualizing HR Data for Operational Insights. **(8 Hours)**
- **UNIT III- Statistical Tools for HR Analytics:** Application of Correlation and Regression in HR; T-Tests: One-Sample, Independent, Paired; ANOVA: One-Way and Two-Way; Interpretation and Decision-making using Statistical Tools; Introduction to Logistic Regression for Classification Problems. **(10 Hours)**
- **UNIT IV- Predictive Analytics in HR:** Predictive Models for: Employee Absenteeism, Attrition Analysis, Job Classification, Training Effectiveness. Application of Decision Trees and Clustering Algorithms, Identifying Trends and Risk Factors in Workforce. **(10 Hours)**
- **UNIT V- Strategic HR Decision-making with Analytics:** Measuring HR Operational Efficiency; Developing Data-driven HR Strategies; Integration of Analytics into HR Policy-making; Ethical Considerations and Data Privacy in HR Analytics; Real-time Case Studies and Best Practices in HR Analytics. **(10 Hours)**

## SUGGESTED READING:

- Banerjee, P., Pandey, J., & Gupta, M. (2019). *Practical applications of HR analytics: A step-by-step guide*. SAGE Publications India.
- Yadav, R. S., & Maheshwari, S. (2021). *HR analytics: Connecting data and theory*. Wiley India.
- Walsh, M. (2021). *HR analytics essentials you always wanted to know*. Vibrant Publishers.
- Sundmark, L. (2017). *Doing HR analytics: A practitioner's handbook with R examples*. CreateSpace Independent Publishing Platform.
- Bhattacharyya, D. K. (2023). *HR analytics: Understanding theories and applications* (2nd ed.). Wiley India.
- Soundararajan, R., & Singh, K. (2016). *Winning on HR analytics: Leveraging data for competitive advantage*. SAGE Publications India.
- Motwani, B. (2021). *HR analytics: Practical approach using Python*. Wiley India.

<b>BBA III<sup>rd</sup> Year</b>	<b>(Code- BA3.....)</b>		<b>Semester-VI</b>		
	<b>DATA VISUALIZATION USING TABLEAU/POWERBI</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** To understand the principles of effective data visualization design and develop skills and knowledge necessary to proficiently create data visualizations. To interpret data visualizations and communicating complex information to facilitate data-driven decision-making in various business and organizational contexts.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Develop proficiency in creating effective data visualizations using charts, graphs, and dashboards.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO2</b>	Analyze and evaluate the clarity, accuracy, and relevance of visualizations in business contexts.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Use tools like Tableau and Power BI to build impactful, goal-oriented visual representations.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Communicate insights clearly and persuasively to support data-driven decisions.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand</b>
<b>CO5</b>	Apply visualization techniques to solve real-world business problems across various domains.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Data Visualization:** Definition, scope, and business relevance of data visualization; Evolution of data visualization techniques; Cognitive and perceptual foundations (Gestalt principles). Types of data: Categorical, numerical, temporal; Mapping data types to appropriate visualization techniques; Principles of effective visual design: use of color, layout, typography. **(10 Hours)**
- **UNIT II- Data Preparation for Visualization:** Data cleaning, preprocessing, and transformation; Data type conversion and format alignment; Handling missing data and outliers; Data integration and merging datasets; Data reduction and sampling techniques; Data quality assessment and validation; Ethical issues in data visualization: transparency, accuracy, bias. **(10 Hours)**
- **UNIT III- Core Visualization Techniques:** Bar and column charts, line and area charts; Pie, donut, waterfall, and radar charts; Scatter plots, bubble charts, and box plots; Histograms and heatmaps; Tree maps, network graphs, and flow diagrams; Geographical mapping and location-based analytics; Advanced charting techniques: spider charts, funnel charts. **(10 Hours)**
- **UNIT IV- Time-Series, Trends, and Advanced Visualizations:** Time-series analysis and forecasting techniques; Trend detection using line charts and smoothing methods; Visualizing KPIs and metrics using bullet graphs and gauges; Outlier detection and pattern analysis; Use of dual-axis charts and combo charts for layered insights; Creating calculated fields and custom measures in Tableau/Power BI. **(10 Hours)**
- **UNIT V- Dashboards, Interactivity & Data Storytelling:** Designing interactive dashboards (filters, slicers, parameters); Static vs. dynamic dashboards; Visual storytelling concepts and narrative flow; Incorporating animation for interactive data exploration; Best practices in dashboard layout and navigation; Engaging stakeholders through visual data stories; Presenting insights effectively to support decision-making. **(10 Hours)**

## SUGGESTED READING:

- Ryan, L. (2021). *Visual data storytelling with Tableau*. Indianapolis, IN: Wiley.
- Knaflic, C. N. (2015). *Storytelling with data: A data visualization guide for business professionals*. Hoboken, NJ: Wiley.
- Deckler, G., & Powell, B. (2022). *Mastering Microsoft Power BI (2nd ed.): Expert techniques to create interactive insights for effective data analytics and business intelligence*. Packt Publishing.
- Shmueli, G., Bruce, P. C., Gedeck, P., & Patel, N. R. (2023). *Data visualization and analysis using R and Tableau*. Hoboken, NJ: Wiley.
- Schwabish, J. A. (2021). *Better data visualizations: A guide for scholars, researchers, and wonks*. Columbia University Press.

**BACHELOR OF BUSINESS ADMINISTRATION (Honours) –  
7<sup>th</sup> SEMESTER**

Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
OE (MDE)		AI for Business / Diversity, Equity and Inclusion / Digital Ethnography and Online Communities / Cyber Security	4	0	0	4	30	70	100
DSCC		Entrepreneurial Leadership	4	0	0	4	30	70	100
DSE		<b>Specialisation:</b> Paper-1	4	0	0	4	30	70	100
		<b>Specialisation:</b> Paper-2	4	0	0	4	30	70	100
SEC		Summer Internship & Viva-voce - II				4	30	70	100
<b>TOTAL</b>			<b>16</b>	<b>0</b>	<b>0</b>	<b>20</b>	<b>150</b>	<b>350</b>	<b>500</b>

*Note: - Summer Training / Internship for 6 - 8 weeks in the industry or corporate world / Research or Academic Institute shall be compulsory for all students immediately after 6th Semester Examinations for those students who will opt for BBA (Honours). This component will be evaluated during the 7th semester in their summer training/internship Viva Voce.*

*\*Also the work on the Dissertation File will start from the 7th semester on topic allotted to them or chosen by them and have to present a PPT & give a Viva-Voce on the same in the 8th semester*

*Any two DSE Papers are from any of the following Specialization Groups namely either from Finance, Marketing, HRM, Retail Marketing, International Business Management, or Business Analytics.*

**DSE-1- Financial Management Group**

- F1- Investment Analysis & Portfolio Management
- F2- Financial Planning
- F3- Business Analysis & Valuation

**DSE-2 – Marketing Management Group**

- M1- Consumer Behaviour
- M2- B2B Marketing
- M3- Marketing Analytics

**DSE-3- Human Resource Management Group**

- H1- HRD –Systems & Strategies
- H2- Change Management and Organizational Development
- H3- Negotiation Skills

**DSE-4- Retail Marketing Group**

- R1- Retail Strategy
- R2- Retail Theory & Practices
- R3- Electronic Retailing

**DSE-5- International Business Management Group**

- IB1- Supply Chain Analytics
- IB2- EXIM Policy & Documentation
- IB3- International Accounting & Reporting System

**DSE-6- Business Analytics Group**

- BA1- Ethics in Data Analytics
- BA2- Basics of Data Management
- BA3- Decision-Making with Analytics

<b>BBA (Honours)</b> <b>IV<sup>th</sup> Year</b>	<b>(Code- .....)</b>		<b>Semester-VII</b>		
	<b>AI for Business; Or Diversity, Equity and Inclusion; Or Digital Ethnography and Online Communities; Or, Cyber Security</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

### **AI FOR BUSINESS**

**Course Objectives:** AI for Business course is designed to equip students with a thorough understanding of how artificial intelligence (AI) can be strategically applied in various business contexts. The primary objective is for students to learn how to deploy AI technologies effectively while managing the ethical considerations inherent in such implementations.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Analyze Big Data, its characteristics, and infrastructure to extract insights for strategic decisions.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO2</b>	Understand core AI technologies and their role in business innovation.	<b>PO.1, PO.2, PO.5</b>	<b>Remember, Understand</b>
<b>CO3</b>	Apply AI to enhance finance, customer engagement, and HR functions.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO4</b>	Evaluate and address ethical, legal, and societal risks of AI in business.	<b>PO.1, PO.2, PO.3, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>

## DETAILED SYLLABUS:

- **UNIT I- Converging Technologies:** Big Data Overview, V's of Big Data, Big Data Analysis, IoT, Cloud Computing, Data Management Infrastructure, Data Analysis: Extracting Intelligence from Big Data, Changing organization Culture/Strategy/ Role of Practicing Managers, People Component of Big Data & AI. **(12 Hours)**
- **UNIT II- Introduction to AI:** History & Evolution of AI , AI-Driven Business, Transformation, Overview of AI technologies namely Machine Learning, Deep Learning, Natural Language Processing, Computer Vision, Robotics, Generative AI, Case study analysis of AI's impact on different industries. **(12 Hours)**
- **UNIT III- AI Applications in Business:** AI in Finance – AI in algorithmic trading, Credit scoring models using machine learning, Fraud detection, AI in Customer Relationship Management - Personalization and recommendation systems, Chatbots and virtual assistants, Predictive customer analytics, AI in Human Resource Management – AI-driven recruitment and selection processes, Employee performance analytics, AI in workforce planning and talent management. **(12 Hours)**
- **UNIT IV- Ethics in AI:** Bias, fairness, and transparency, Responsible AI practices for leaders, Mitigating ethical risks in AI/ML deployment, Societal and legal aspects of AI. **(12 Hours)**

## TEXT BOOKS (LATEST EDITION):

- *Artificial Intelligence* by Munish Trivedi.
- *Artificial Intelligence for Managers* by Malay A. Upadhyay.
- *AI Rising: India's Artificial Intelligence Growth Story*, Leslie D'Monte, Jayanth N.Kolla.
- *Artificial Intelligence in Practice: How 50 Successful Companies Used AI and Machine Learning* by Bernard Marr.
- *HBR Guide to AI Basics for Managers* Paperback by Harvard Business Review.
- *Machine Learning for Algorithmic Trading: Predictive models to extract signals from market and alternative data for systematic trading strategies"* by Stefan Jansen.
- *Digital HR: A Guide to Technology-Enabled Human Resources* by Deborah Waddill.
- *AI for Marketing and Product Innovation: Powerful New Tools for Predicting Trends, Connecting with Customers, and Closing Sales* by A.K. Pradeep, Andrew Appel, and Stan Sthanunathan.

## SUGGESTIVE READINGS

- Neha Soni, Enakshi Khular Sharma, Narotam Singh, Amita Kapoor, “*Artificial Intelligence in Business: From Research and Innovation to Market Deployment*”, *Procedia Computer Science*, Volume 167, 2020, Pages 2200-2210, <https://doi.org/10.1016/j.procs.2020.03.272>.

## Or, DIVERSITY, EQUITY AND INCLUSION

**Course Objectives:** To gain a comprehensive understanding of diversity, inclusion, and equity, and their interconnectedness within organizational contexts. To examine the theoretical perspectives and models that contribute to DEI efforts. To investigate laws, policies, and regulations relevant to promoting diversity, equity, and inclusion in the workplace, education, and broader society. To understand macroaggressions and develop strategies for recognizing, addressing and mitigating their effects. To develop HR strategies and processes that promote diversity and equity within organizations. To learn to create a comprehensive DEI statement that reflects an organization's commitment to diversity, equity, and inclusion and supports a culture of belonging. To collaborate and discuss and create action plans for promoting diversity, equity, and inclusion in various workplace settings.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Comprehend and differentiate diversity, equity, and inclusion in various contexts. Identify and analyse dimensions like race, gender, and intersectionality.	<b>PO.1, PO.2, PO.3, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO2</b>	Understand and differentiate equity from equality with practical examples. Analyse the impact of DEI initiatives on innovation and productivity.	<b>PO.1, PO.3, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Utilize managerial, sociological theories, and relevant laws to foster DEI.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO4</b>	Foster psychological safety, allyship, and supportive environments.	<b>PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand</b>

## DETAILED SYLLABUS:

- **UNIT I- Nature of Diversity, Equity and Inclusion:** Diversity, Equity, and Inclusion-meanings and significance; Classifications of Diversity; Equity vs. Equality; Components of Inclusion; Role of DEI in Organizations. (12 Hours)
- **UNIT II- Theoretical perspectives and legal/regulatory frameworks on DEI in the workplace:** Managerial, sociological and social psychological theories related to DEI; Pluralistic / inclusive organization; Valuing diversity and preventing problems; Preventing harassment and bullying Relevant laws, policies and regulations pertaining to DEI in the workplace, education and society at large. (12 Hours)
- **UNIT III- Biases, addressing Macroaggressions; Communication strategies and Inclusive leadership:** Bias at work, Outcomes of biases for individuals, groups and organizations; Biases through Employee Lifecycle – relevance and challenges at the workplace; Defining Macroaggressions, Categories and types of macroaggressions; Negative impacts of macroaggressions and dealing with macroaggressions. In-groups and Outgroups; Verbal and non-verbal communication Skills, Implementing Inclusive Language, Active Listening. Inclusive Leadership. (12 Hours)
- **UNIT IV- Analyse diversity management programs, strategies and policies and examine its relationship to leadership:** Focusing on LGBTQ employees, Inclusive Recruiting and Hiring, Providing Resources and Accessibility, Practice Allyship, Supporting Gender Identity. Psychological Safety. (12 Hours)

## READINGS (LATEST EDITIONS):

- Cunningham, G.B. Diversity, Equity and Inclusion at Work. Routledge.
- Robert Shrank “Two Women, Three Men on a Raft,” Harvard Business Review, May-June.
- Ng, E.S. & Rumens, N. Diversity and inclusion for LGBT workers: Current issues and new horizons for research. Canadian Journal of Administrative Sciences. 34.109-120.
- Hollins, C. & Govan, I. ,Diversity, Equity and Inclusion: Strategies for facilitating Conversations on Race, Rowman & Littlefield.
- Bernstein, R.S., Salipante, P.F. & Weisinger, J.Y. Performance through Diversity and Inclusion (Leveraging Organizational Practices for Equity and Results). Routledge
- Özbilgin, M.F. Equality , Diversity and Inclusion at work . Edward Elgar Publishing Ltd .
- Seijts, G.H. & Milani, K.Y. The application of leader character to building cultures of equity, diversity, and inclusion. Harvard Business Review, Sept.- Oct.
- <https://www2.deloitte.com/us/en/insights/topics/talent/six-signature-traits-of-inclusive-leadership.html>

## Or, DIGITAL ETHNOGRAPHY AND ONLINE COMMUNITIES

**Course Objectives:** To provide an understanding of digital ethnography as a method and research field. To explore how social interactions are expressed in online and online community contexts. To gain familiarity with the application of digital ethnography for understanding online spaces through the internet and web-based data related to consumer behaviour and online communities related to brands, products, or services. To become familiar with strategies and tools for conducting digital ethnographic research and analysis of digital ethnographic data with particular reference to digital and online environments (discussion forums, social media platforms, fully immersive online realms);

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Explore ethnography as a method and field of practice with reference to its application in the field of business management.	<b>PO.1, PO.2, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO2</b>	Determine the limitations and strengths of using ethnography in digitally mediated communities in the context of both online and offline communities.	<b>PO.1, PO.2, PO.3, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Develop skills in using techniques and strategies for gathering ethnographic data digitally and making sense of it qualitatively.	<b>PO.1, PO.2, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Appreciate the ethical considerations unique to digital ethnography.	<b>PO.1, PO.2, PO.3, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply,</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Ethnography On/Offline:** Ethnography as a method and research field; New opportunities and challenges the Internet presents for ethnography as a method in the areas of business: management, commerce and marketing fields; Questions about the researcher's identity and/or becoming an insider in relation to digital ethnography. (12 Hours)
- **UNIT II- Digitally-mediated Association, Interaction, and Sociality:** Replacement of face-to-face encounters with technologically mediated ones; Phenomenology of sociality; Digitally-enabled forms of communication and sociality. (12 Hours)
- **UNIT III- Tools and Data Management in Digital Ethnography:** Critical aspects of data collection and data management in digital ethnography; Range of data they may construct/collect as a qualitative researcher (e.g., text, audio, and visual data) both online and offline. Techniques and software for dealing with ethnographic data (e.g., field notes, photographs, audio or video recordings, digital files, etc.). Use of online and other digital tools like online surveys, text messages, and interactive voice response systems for understanding human behavior in various social contexts and for various business research purposes. Strengths and limitations of digitally mediated research methods. (12 Hours)
- **UNIT IV- Writing Ethnography:** Various kinds of data analysis to provide a coherent understanding of digital ethnography and focus on triangulation issues. Communicate findings through writing appropriately and meaningfully (e.g., how to use quotes and exemplars). (12 Hours)

## SUGGESTED READING:

- Pink S., Horst H., Postill J., Hjorth, Lewis T. and Tacchi J. (2015) *Digital Ethnography: Principles and Practice*. Sage Publications.
- Ritter, C. S. (2022). *Rethinking digital ethnography: A qualitative approach to understanding interfaces*. *Qualitative Research*, 22(6), 916-932.
- Hafner, C.A. (2018). *Digital Discourses Research and Methods*. In: Phakiti, A., De Costa, P., Plonsky, L., Starfield, S. (eds) *The Palgrave Handbook of Applied Linguistics Research Methodology*. Palgrave Macmillan, London. [https://doi.org/10.1057/978-1-137-59900-1\\_18](https://doi.org/10.1057/978-1-137-59900-1_18)
- Bailey J, Mann S, Wayal S, et al. *Sexual health promotion for young people delivered via digital media: a scoping review*. Southampton (UK): NIHR Journals Library; 2015 Nov. (Public Health Research, No. 3.13.) Chapter 7, Digital research methods and optimum research methodology to evaluate digital interventions. Available from: <https://www.ncbi.nlm.nih.gov/books/NBK326976/>
- Pink, S. (2016). *Digital ethnography. Innovative methods in media and communication research*, 161-165.
- Neumaier, A. (2021). *Digital Ethnography*. In *The Routledge Handbook of Research Methods in the Study of Religion* (pp. 217-228). Routledge.

## Or, CYBER SECURITY

**Course Objectives:** To equip students with the technical knowledge and skills needed to protect and defend against cyber threats. To develop skills in students that can help them plan, implement, and monitor cyber security mechanisms to ensure the protection of information technology assets. To expose students to responsible use of online social media networks. To systematically educate the necessity to understand the impact of cybercrimes and threats with solutions in a global and societal.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the concept of Cyber security and issues and challenges associated with it.	<b>PO.1, PO.2, PO.5, PO.6</b>	<b>Remember, Understand</b>
<b>CO2</b>	Understand the cyber-crimes, their nature, legal remedies and as to how report the crimes through available platforms and procedures.	<b>PO.1, PO.2, PO.5</b>	<b>Remember, Understand</b>
<b>CO3</b>	Able to appreciate various privacy and security concerns on online social media and understand the reporting procedure of inappropriate content, underlying legal aspects and best practices for the use of Social media platforms.	<b>PO.1, PO.2, PO.3, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO4</b>	Able to understand the basic concepts related to E-Commerce and digital payments. They will become familiar with various digital payment modes and related cyber security aspects, RBI guidelines and preventive measures against digital payment frauds.	<b>PO.1, PO.2, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply</b>
<b>CO5</b>	Understand the basic security aspects related to Computer and Mobiles. They will be able to use basic tools and technologies to protect their devices.	<b>PO.1, PO.4, PO.5</b>	<b>Remember, Understand, Apply</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Cyber security:** Defining Cyberspace and Overview of Computer and Web-technology, Architecture of cyberspace, Communication and web technology, Internet, World wide web, Advent of internet, Internet infrastructure for data transfer and governance, Internet society, Regulation of cyberspace, Concept of cyber security, Issues and challenges of cyber security. **(8 Hours)**
- **UNIT II- Cyber Crime and Cyber Law:** Classification of cyber-crimes, Common cyber-crimes- cyber-crime targeting computers and mobiles, cyber-crime against women and children, financial frauds, social engineering attacks, malware and ransomware attacks, zero day and zero click attacks, Cybercriminals modus-operandi, Reporting of cyber-crimes, Remedial and mitigation measures, Legal perspective of cyber-crime, IT Act 2000 and its amendments, Cyber-crime and offences, Organisations dealing with Cyber-crime and Cyber security in India, Case studies. **(10 Hours)**
- **UNIT III- Social Media Overview and Security:** Introduction to Social networks. Types of Social media, Social media platforms, Social media monitoring, Hashtag, Viral content, Social media marketing, Social media privacy, Challenges, opportunities and pitfalls in online social network, Security issues related to social media, Flagging and reporting of inappropriate content, Laws regarding posting of inappropriate content, Best practices for the use of Social media, Case studies. **(10 Hours)**
- **UNIT IV- E-Commerce and Digital Payments:** E- Commerce, Main components of E-Commerce, Elements of E-Commerce security, E-Commerce threats, E-Commerce security best practices, Introduction to digital payments, Components of digital payment and stake holders, Modes of digital payments- Banking Cards, Unified Payment Interface (UPI), e-Wallets, Unstructured Supplementary Service Data (USSD), Aadhar enabled payments, Digital payments related common frauds and preventive measures. RBI guidelines on digital payments and customer protection in unauthorized banking transactions. Relevant provisions of Payment Settlement Act,2007. **(10 Hours)**
- **UNIT V- Digital Devices Security, Tools and Technologies for Cyber Security:** End Point device and Mobile phone security, Password policy, Security patch management, Data backup, Downloading and management of third party software, Device security policy, Cyber Security best practices, Significance of host firewall and Ant-virus, Management of host firewall and Anti-virus, Wi-Fi security, Configuration of basic security policy and permissions. **(10 Hours)**

## TEXT BOOKS (LATEST EDITION):

- Cyber Crime Impact in the New Millennium, by R. C Mishra , Auther Press. Edition 2010.
- Electronic Commerce by Elias M. Awad, Prentice Hall of India Pvt Ltd.
- Cyber Laws: Intellectual Property & E-Commerce Security by Kumar K, Dominant Publishers.
- Cyber Security Understanding Cyber Crimes, Computer Forensics and Legal
- Perspectives by Sumit Belapure and Nina Godbole, Wiley India Pvt. Ltd. (First Edition, 2011).
- Network Security Bible, Eric Cole, Ronald Krutz, James W. Conley, 2nd Edition, Wiley India Pvt. Ltd.

<b>BBA (Honours) IV<sup>th</sup> Year</b>	<b>(Code- .....)</b>		<b>Semester-VII</b>		
	<b>ENTREPRENEURIAL LEADERSHIP</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** This course is designed to equip students with the knowledge and skills required to become effective entrepreneurial leaders. It emphasizes the unique characteristics and challenges of entrepreneurial leadership and provides practical insights into how to lead and manage startups and innovative ventures. The course covers key areas such as leadership theory, entrepreneurial mindset, strategic decision-making, and the development of a sustainable business model.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand and apply leadership theories and principles within entrepreneurial settings to effectively guide ventures.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO2</b>	Develop an entrepreneurial mindset to identify, evaluate, and capitalize on opportunities for innovation and value creation.	<b>PO.1, PO.2, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO3</b>	Formulate a compelling entrepreneurial vision and effectively engage, motivate, and lead stakeholders in implementing venture strategies.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO4</b>	Demonstrate the ability to manage entrepreneurial ventures, including team building, organizational development, etc.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO5</b>	Analyze and internalize ethical, social, and sustainability responsibilities integral to entrepreneurial leadership.	<b>PO.1, PO.2, PO.3, PO.4, PO.5 , PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>

## DETAILED SYLLABUS:

- **UNIT 1: Foundations of Entrepreneurial Leadership:** Introduction to Leadership and Entrepreneurship, Definitions and Concepts of Leadership, Social, Managerial and Entrepreneurial Leadership, Theories and Models of Leadership. Trait Theory, Behavioral Theories, Contingency Theories, Transformational and Transactional Leadership.
- **UNIT 2: Leading with the Entrepreneurial Mindset:** Creativity and Innovation in Entrepreneurship; Techniques for Fostering Creativity. Innovation Management: An Overview, Role of Founders in Driving Innovation, Building a Culture of Innovation, Developing an Entrepreneurial Mindset. Leading through Innovation: Venture strategies and role of the leader. Process and Resources.
- **UNIT 3: Leading in Evolving Work Environments:** Virtual Work and Organization: Trends and Tools, Leadership in the Future of Work, Leading in a Venture Leadership Context. Adapting Leadership to Technological and Structural Changes
- **UNIT 4: Leadership Challenges and Strategies in Entrepreneurial Context:** Leadership Challenges in Entrepreneurial Venture Development, Case Studies of Prominent Entrepreneurial Leaders. Leadership Needs Across Different Stages of Venture Creation and Growth. Designing organisational structure and managing people performance, Building teams. Managing Growth, Change, Conflicts and Transition.
- **UNIT 5: Ethical and Sustainable Entrepreneurship:** Ethics And Social Responsibility In Entrepreneurship; Ethical Decision-Making Frameworks. Building the Right Culture and Values: Role of leader. Corporate Social Responsibility (CSR); Sustainable Business Practices and managing change. Leadership and shaping Sustainability in Business Models.

## SUGGESTED READING:

- Robbins, S. P., & Judge, T. A. *Essentials of organizational behavior*. Pearson.
- Northouse, P. G. (2022). *Leadership: Theory and practice* (9th ed.). SAGE Publications.
- Christensen, C. M., Raynor, M. E., Dyer, J., & Gregersen, H. *Disruptive Innovation: The Christensen Collection* (The Innovator's Dilemma, The Innovator's Solution, The Innovator's DNA)
- Christensen, C. M., "How Will You Measure Your Life?", Harvard Business Review.
- Ries, E. *The lean startup: How today's entrepreneurs use continuous innovation to create radically successful businesses*. Crown Currency.
- Bass, B. M., & Bass, R. (2008). *The Bass handbook of leadership: Theory, research, and managerial applications* (4th ed.). Free Press.
- Kuratko, D. F. (2020). *Entrepreneurship: Theory, process, and practice* (11th ed.). Cengage Learning.
- Taneja, S. (2011). *Entrepreneurial development*. Himalaya Publishing House.
- Neck, H. M., Neck, C. P., & Murray, E. L. (2021). *Entrepreneurship: The practice and mindset* (3rd ed.). SAGE Publications.

<b>BBA (Honours) IV<sup>th</sup> Year</b>	<b>(Code- .....)</b>		<b>Semester-VII</b>		
	<b>SUMMER INTERNSHIP &amp; VIVA- VOCE - II</b>		<b>L-0, T-0, P-4</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
	30	70	100	04	00

**Course Objectives:** The subject "Summer Training Report" is designed to enable BBA students to gain practical, hands-on experience in a professional setting. This subject focuses on: Applying theoretical knowledge in real-world business environments, developing critical skills such as problem-solving, teamwork, and adaptability, enhancing understanding of industry practices and organizational dynamics and offering networking opportunities that facilitate career exploration and growth.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>
<b>CO1</b>	Students will apply academic knowledge to real-world business scenarios, enhancing their practical skills.	<b>PO.1, PO.2, PO.3</b>
<b>CO2</b>	Students will develop essential professional competencies, including communication, problem-solving, and adaptability.	<b>PO.2, PO.3, PO.4, PO.5</b>
<b>CO3</b>	Gain insights into industry practices and dynamics, fostering a deeper understanding of the business environment.	<b>PO.1, PO.2, PO.6</b>
<b>CO4</b>	Expand professional networks, explore career options, and clarify future career goals.	<b>PO.2, PO.3</b>

### **INTERNSHIP: SUMMER TRAINING**

Each student is required to undergo 45 – 60 days of training in any organization immediately after completing the sixth semester. A training report on the pattern approved by the teacher in charge of training shall be submitted by the student in duplicate to the teacher in – charge. The student shall have to bear all the expenses on training including traveling and daily maintenance and the expenses on preparation of the training report. There will be no vacation after the sixth-semester examination and students shall proceed to summer training.

## SPECIALIZATION GROUPS (Semester-VII)

<b>FINANCIAL MANAGEMENT GROUP</b>	
	F1- Investment Analysis & Portfolio Management
	F2- Financial Planning
	F3- Business Analysis & Valuation
<b>MARKETING MANAGEMENT GROUP</b>	
	M1- Consumer Behaviour
	M2- B2B Marketing
	M3 – Marketing Analytics
<b>HUMAN RESOURCE MANAGEMENT GROUP</b>	
	H1- HRD- Systems & Strategies
	H2- Change Management & Organisational Development
	H3- Negotiation Skills
<b>RETAIL MARKETING GROUP</b>	
	R1- Retail Strategy
	R2- Retail Theory & Practices
	R3- Electronic Retailing
<b>INTERNATIONAL BUSINESS MANAGEMENT GROUP</b>	
	IB1- Supply Chain Analytics
	IB2- EXIM Policy & Documentation
	IB3- International Accounting & Reporting System
<b>BUSINESS ANALYTICS GROUP</b>	
	BA1- Ethics in Data Analytics
	BA2- Basics of Data Management
	BA3- Decision Making with Analytics

# **FINANCIAL MANAGEMENT GROUP**

<b>BBA (Honours) IV<sup>th</sup> Year</b>	<b>(Code- F1.....)</b>		<b>Semester-VII</b>		
	<b>INVESTMENT ANALYSIS &amp; PORTFOLIO MANAGEMENT</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The course aims to build knowledge about investments, their importance, and the difference from speculation, exposure about the financial markets, utility and securities. Making an understanding about Fundamental and Technical analysis & knowledge about importance of investing in a portfolio and its management

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Differentiate between financial securities as investment assets or speculative instruments.	<b>PO.1, PO.5</b>	<b>Remember, Understand</b>
<b>CO2</b>	Understand the structure, functions, and significance of various financial markets and instruments.	<b>PO.1, PO.2, PO.6</b>	<b>Remember, Understand</b>
<b>CO3</b>	Apply fundamental and technical analysis techniques to evaluate and select investment opportunities.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply</b>
<b>CO4</b>	Demonstrate knowledge of portfolio construction, diversification, and risk-return optimization.	<b>PO.1, PO.4, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO5</b>	Evaluate portfolio performance using established models and metrics such as CAPM, Sharpe Ratio, and Jensen's Alpha.	<b>PO.1, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Investment:** Definition and Meaning of Investment; Objectives and Characteristics of Investments; Investment Process. Difference between Investment and Speculation, Understanding Investor Mindset and Risk Appetite. **(8 Hours)**
- **UNIT II- Financial Markets and Investment Avenues:** Introduction to Financial Markets; Economic Utility of Financial Markets; Types of Financial Markets: Primary vs. Secondary Markets, Exchange vs. Over-the-Counter (OTC) Markets. Key Market Participants, Instruments in Debt Markets: Money Market Instruments, Bond Market Instruments, Instruments in Equity Markets: Shares and IPOs, Other Financial Markets: Foreign Exchange Market; Commodity Market, Gold Market, Derivatives Market. Overview of Investment Avenues: Equity, Debt, Deposits, Mutual Funds. Regulatory Bodies: Role and Functions of RBI and SEBI. **(10 Hours)**
- **UNIT III- Fundamental Analysis:** Introduction to Fundamental Analysis; Macroeconomic Analysis: Domestic and Global Influences, Valuation Impacts of GDP, Inflation, Interest Rates, and Money Supply, Industry Analysis: Industry Life Cycle, Business Cycle, Company Analysis: Financial Statement Analysis, Equity and Debt Valuation Techniques. Challenges in Executing Fundamental Analysis. **(10 Hours)**
- **UNIT IV- Technical Analysis:** Introduction to Technical Analysis, Differences between Technical and Fundamental Analysis. Investor Behavior and Psychology. Chart Types: Line Charts, Candlestick Charts, Point & Figure Charts, Tools and Techniques: Dow Theory, Elliott Wave Theory. Chart Patterns: Trends, Flags, Cup and Handle, Triangles, Head & Shoulders. Indicators: Bollinger Bands, Simple Moving Averages, MACD, RSI, ROC. Challenges in Executing Technical Analysis. **(10 Hours)**
- **UNIT V- Portfolio Management and Performance Evaluation:** Concept of Portfolio and Portfolio Management, Efficient Market Hypothesis (EMH), Risk and Return Concepts using CAPM. Diversification: Principles and Benefits, Types of Portfolio Management: Active vs. Passive Strategies, Asset Allocation Decision-Making, Markowitz Portfolio Theory (Modern Portfolio Theory). Portfolio Performance Evaluation: Sharpe Ratio, Treynor's Ratio, Jensen's Alpha. **(10 Hours)**

## SUGGESTED READING:

- Elton, E. J., Gruber, M. J., Brown, S. J., & Goetzmann, W. N. (2014). *Modern portfolio theory and investment analysis* (9th ed.). Wiley.
- Reilly, F. K., & Brown, K. C. (2012). *Analysis of investments and management of portfolios* (10th ed.). Cengage Learning.
- Chandra, P. (2017). *Investment analysis and portfolio management* (5th ed.). McGraw Hill Education.
- Kevin, S. (2015). *Security analysis and portfolio management* (2nd ed.). PHI Learning.
- Zvi, B., Kane, A., & Marcus, A. J. (2018). *Essentials of investments* (10th ed.). McGraw Hill Education.

<b>BBA (Honours) IV<sup>th</sup> Year</b>	<b>(Code- F2.....)</b>		<b>Semester-VII</b>		
	<b>FINANCIAL PLANNING</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** Analyse the impact of socio-economic and political factors on goal based financial planning and decisions. Understand the fundamental concepts and importance of financial planning and identify the steps involved in the financial planning process. Evaluate various types of investment products and assess their risk and return characteristics. Understand the importance of retirement savings to develop retirement planning options and strategies.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Describe the financial planning process, its importance, and key steps involved.	<b>PO.1, PO.5</b>	<b>Remember, Understand</b>
<b>CO2</b>	Apply risk assessment principles to design appropriate insurance plans tailored to individual needs.	<b>PO.1, PO.3, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO3</b>	Evaluate and compare various retirement schemes in alignment with personal financial positions and long-term goals.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO4</b>	Analyze different investment avenues to formulate goal-based investment strategies.	<b>PO.1, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO5</b>	Integrate budgeting; tax planning, and estate planning concepts into a comprehensive personal financial plan.	<b>PO.1, PO.3, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Financial Planning:** Definition, Need, and Scope of Financial Planning; Analysis of Social, Political, and Economic Environment; Understanding Psychological vs. Financial Needs (Real vs. Perceived); Identifying Financial Goals: Types and Significance, Concept and Benefits of Saving; Importance of Financial Discipline. Life Cycle Approach to Financial Planning, The Five Personalities; Five-Way Classification Model; Assessing Individual Risk-Taking Capacity. Risk-Return Analysis, Concept of Time Value of Money, Components of a Financial Plan. **(10 Hours)**
- **UNIT II- Budgeting, Cash Flow & Debt Management:** Steps in Financial Planning; Budgeting: Income and Expenditure Planning; Cash Flow Management; Debt Management Techniques. Types of Credit and Their Uses, Cost of Credit and Debt Payments-to-Disposable Income Ratio. Recognizing Signs of Over-Indebtedness, Importance and Impact of CIBIL Score; Financial Discipline in Credit Management. **(8 Hours)**
- **UNIT III- Investment Planning and Portfolio Building:** Investment: Meaning, Need, and Objectives, Investment vs. Speculation vs. Gambling, Principles of Successful Investing; Risk and Return Measurement Techniques. Overview and Characteristics of Popular Investment Avenues: Stocks, Bonds, Mutual Funds, ETFs, Gold/Silver, Real Estate, Commodities, Banking Products, ULIPs, Overseas Investments, Mapping Investments to Financial Goals. Diversification and Portfolio Construction, Cultural Perspectives Influencing Investment Behavior. **(10 Hours)**
- **UNIT IV- Retirement and Tax Planning:** Principles, Stages, and Steps in Retirement Planning; Retirement Schemes and Instruments: Employee Provident Fund (EPF), Public Provident Fund (PPF), Superannuation Fund, Gratuity, National Pension Scheme (NPS), Old Pension Scheme, Private Pension Plans. Introduction to Tax Planning and Its Importance, Tax-Saving Instruments (e.g., under Section 80C and Others), Linkage Between Tax and Retirement Planning, Cultural Perspectives on Retirement and Tax Planning. **(10 Hours)**
- **UNIT V- Insurance and Estate Planning with Practical Orientation:** Insurance Planning and Risk Management, Types of Risk Exposures and Strategic Insurance Solutions, Role of Insurance Companies in Advisor Selection, Estate Planning: Key Terminology and Process, Wealth Distribution Goals, Estate Planning Strategies, Practical Component: Preparation of a Personalized Financial Plan. Case-Based Analysis for a Person/Manager/Entrepreneur/CEO, Considerations: Current Expense Level, Future Needs, Retirement Goals, Contingency Funds, Time Value of Money. **(10 Hours)**

## SUGGESTED READING:

- Gitman, L. J., & Joehnk, M. D. (2013). Personal financial planning (13th ed.). South-Western College Pub. Amazon
- Keown, A. J. (2020). Personal finance: Turning money into wealth (8th ed.). Pearson.
- Kapoor, J. R., Dlabay, L. R., Hughes, R. J., & Hart, M. M. (2021). Focus on personal finance: An active approach to help you develop successful financial skills (7th ed.). McGraw-Hill Education.
- Sullivan, M. K. (2014). Financial planning: A practical approach. Wiley.
- Madura, J. (2016). Personal finance (6th ed.). Pearson.
- Indian Institute of Banking & Finance. (2017). Investment planning, tax planning and estate planning. Taxmann Publishing Pvt. Ltd.
- Indian Institute of Banking & Finance. (2017). Introduction to financial planning (4th ed.). Taxmann Publishing Pvt. Ltd.

<b>BBA (Honours) IV<sup>th</sup> Year</b>	<b>(Code- F3.....)</b>		<b>Semester-VII</b>		
	<b>BUSINESS ANALYSIS &amp; VALUATION</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** This course aims to help the student to Understand the difference between DCF and Relative Valuation. Estimate operating cash flows and value the company using appropriate discount rates. Understand corporate restructuring events and their impact on valuation. Value a company relative to its peers by utilising the correct ratio.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Appreciate and distinguish between book value and market value in the context of business valuation.	<b>PO.1, PO.5</b>	<b>Remember, Understand</b>
<b>CO2</b>	Apply fundamental Discounted Cash Flow (DCF) and Relative Valuation techniques to assess a company's worth.	<b>PO.1, PO.4, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO3</b>	Analyze key financial components such as cash flows, growth assumptions, and risk factors involved in valuation.	<b>PO.1, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Evaluate the financial impact of corporate restructuring activities, including mergers, acquisitions, and bankruptcy.	<b>PO.1, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO5</b>	Identify and assess the limitations, assumptions, and practical challenges associated with various valuation methodologies.	<b>PO.1, PO.3, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Valuation:** Market Value vs Book Value, Valuation of Equity and Debt, Enterprise Valuation, Valuation Approaches: Discounted Cash Flow (DCF) vs Relative Valuation, Key Challenges in Valuation Methods. **(10 Hours)**
- **UNIT II- Discounted Cash Flow (DCF) Valuation – Concepts and Techniques:** FCFE vs FCFE Methods, Selection of Appropriate Discount Rates. Cost of Equity: Unlevered vs Levered Beta, Risk-Free Rate and Market Risk Premium. Cost of Debt: Credit Risk Premium, Risk-Free Rate, Appropriate Tax Rate, Assumptions for Growth, Challenges in DCF Application. **(10 Hours)**
- **UNIT III- Estimating and Forecasting Cash Flows:** Estimating Cash Flows, Impact of Non-Cash Expenses (e.g., Depreciation), Tax Considerations in Cash Flow Estimation. Forecasting Future Cash Flows, Perpetual Growth Rate and Terminal Value, Role of Comparable Companies in Forecasting. **(10 Hours)**
- **UNIT IV- Relative Valuation:** Common Valuation Multiples: P/E, P/B, EV/EBITDA, Evaluating and Selecting Comparable Companies, Challenges in Relative Valuation, Practical Exercises on Ratio-Based Valuation. **(8 Hours)**
- **UNIT V- Corporate Restructuring and Valuation Implications:** Concepts of Corporate Restructuring: Organic and Inorganic Growth, Bankruptcy and its Effect on Valuation. Impact on Cash Flows and Discount Rates, Premium for Control and Private Firm Valuation, Valuing Synergies: Revenue Growth vs Expense Reduction, Special Valuation Considerations in Restructuring. **(10 Hours)**

## SUGGESTED READING:

- Chandra, P. (2019). *Corporate valuation*. McGraw-Hill Education.
- Kishore, R. M. (2022). *Corporate valuation: Text and cases* (5th ed.). Taxmann Publications.
- Damodaran, A. (2020). *Investment valuation: Tools and techniques for determining the value of any asset* (3rd ed.). Wiley.
- Damodaran, A. (2009). *Damodaran on valuation: Security analysis for investment and corporate finance* (2nd ed.). Wiley.
- Hitchner, J. R. (2022). *Financial valuation: Applications and models* (5th ed.). Wiley.
- Fernandez, P. (2013). *Valuation and common sense* (3rd ed.). IESE Business School.
- Koller, T., Goedhart, M., & Wessels, D. (2020). *Valuation: Measuring and managing the value of companies* (7th ed.). McKinsey & Company Inc., Wiley.
- Penman, S. H. (2012). *Financial statement analysis and security valuation* (5th ed.). McGraw-Hill Education.

# **MARKETING MANAGEMENT GROUP**

<b>BBA (Honours) IV<sup>th</sup> Year</b>	<b>(Code- M1.....)</b>		<b>Semester-VII</b>		
	<b>CONSUMER BEHAVIOUR</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The course objective of Consumer Behaviour is to enable students to understand the behavior of consumers and how it influences marketing decisions. The course aims to provide students with a solid foundation in consumer behaviour theories and concepts. Students will learn about the psychological, social, and cultural factors that influence consumer decision-making processes.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the scope and importance of consumer behavior in market segmentation.	<b>PO.1, PO.2, PO.5</b>	<b>Remember, Understand</b>
<b>CO2</b>	Analyze individual factors affecting consumer behavior like motivation, perception, and attitudes.	<b>PO.1, PO.2, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Evaluate social and cultural influences on consumer decisions.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO4</b>	Examine the consumer decision-making process and organizational buying behavior.	<b>PO.1, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze,</b>
<b>CO5</b>	Measure consumer satisfaction, loyalty, and post-purchase behavior.	<b>PO.1, PO.2, PO.5</b>	<b>Remember, Understand, Apply, Analyze,</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction:** Defining Consumer Behaviour; Reasons for Studying Behaviour, Applying Consumer Behaviour Knowledge; Scope of Consumer Behaviour; Market Segmentation; Bases of Segmentation, Criteria for Effective Targeting of Market Segments. **(10 Hours)**
- **UNIT II- Consumer as an Individual:** Consumer Motivation; Consumer Involvement, Personality and Self- Concept; Perception, Consumer Learning and Memory, Attitudes and Changing Attitudes, information Processing. **(10 Hours)**
- **UNIT III- Consumer in Social and Cultural Settings:** Reference groups and family influences; Social class, cultural; sub cultural and cross cultural influences on consumer behaviour; personal influences and diffusion of innovation; Impact of Media and Globalisation. **(10 Hours)**
- **UNIT IV- Consumer Decision Process:** Problem recognition; search and evaluating; purchasing processes; post purchase behaviour; consumer behaviour models; consumerism; organizational buying behaviour. **(8 Hours)**
- **UNIT V- Consumer Satisfaction:** Measurement of consumer satisfaction and dissatisfaction, repeat buying, brand switching and loyalty, opinion leadership, complaining behaviour. **(10 Hours)**

## SUGGESTED READINGS

- Schiffman, L. G., & Kanuk, L. L. (2010). *Consumer behavior (10th ed.)*. Prentice Hall.
- Engel, J. F., Blackwell, R. D., & Miniard, P. W. (2012). *Consumer behavior (10th ed.)*. South-Western Cengage Learning.
- Zaltman, G., & Wallendorf, M. (2011). *Consumer behavior analysis*. Routledge.
- Mellott, D. W. (2016). *Consumer behavior (2nd ed.)*. Kendall Hunt Publishing Company.
- Loudon, D. L., & Della Bitta, A. J. (2016). *Consumer behavior: Concepts and applications (7th ed.)*. McGraw-Hill Education.
- Bennett, P. D. (2010). *Understanding and motivating health behaviors (1st ed.)*. McGraw-Hill Education.

<b>BBA (Honours) IV<sup>th</sup> Year</b>	<b>(Code- M2.....)</b>		<b>Semester-VII</b>		
	<b>B2B MARKETING</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The objective of this course is to provide students with a comprehensive understanding of business-to-business (B2B) marketing concepts and practices. It aims to equip students with the knowledge and skills to analyze organizational buying behavior, develop effective B2B marketing strategies, and apply segmentation, targeting, and positioning in industrial markets. The course also focuses on managing long-term customer relationships, key accounts, and navigating global B2B environments.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand core concepts and differences between B2B and B2C marketing.	<b>PO.1, PO.2</b>	<b>Remember, Understand</b>
<b>CO2</b>	Analyze organizational buying behavior and decision-making.	<b>PO.1, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Apply STP strategies in B2B contexts.	<b>PO.1, PO.2, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO4</b>	Design effective B2B marketing mix strategies.	<b>PO.1, PO.4, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO5</b>	Evaluate key B2B practices like KAM and global strategies.	<b>PO.1, PO.2, PO.3, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to B2B Marketing:** Definition and nature of B2B marketing, Differences between B2B and B2C marketing, Types of B2B customers: Manufacturers, Resellers, Government, Institutions, B2B marketing environment, Market structure and demand in B2B markets, The B2B buying process. **(10 Hours)**
- **UNIT II- Organizational Buying Behavior:** Types of buying situations: New task, Straight rebuy, Modified rebuy; The buying center: Roles and influences; Models of organizational buying behavior; Buyer-seller relationships and procurement strategies, E-procurement and B2B digital transformation. **(10 Hours)**
- **UNIT III- B2B Market Segmentation, Targeting, and Positioning:** Segmenting business markets: Demographic, Operating, Purchasing approach, Targeting and positioning strategies in B2B, B2B branding and value proposition, Relationship marketing and customer value management, CRM and its application in B2B markets. **(10 Hours)**
- **UNIT IV- B2B Marketing Mix:** Product and service strategies in B2B, Pricing strategies: Value-based, Cost-based, Competition-based pricing, B2B distribution channels: Direct and indirect, Channel design and management, Promotion in B2B: Personal selling, Trade shows, Digital marketing, Sales force management. **(10 Hours)**
- **UNIT V- Contemporary Issues in B2B Marketing:** Strategic alliances, Joint ventures, Global B2B marketing, Key Account Management (KAM), Ethics in B2B marketing, Industrial services marketing, Case studies and real-world applications. **(8 Hours)**

## SUGGESTED READING:

- Hutt, M. D., & Speh, T. W. (2022). Business marketing management: B2B (12th ed.). Cengage Learning.
- Anderson, J. C., Narus, J. A., & Narayandas, D. (2009). Business market management: Understanding, creating, and delivering value (3rd ed.). Pearson Education.
- Vitale, R. P., Giglierano, J. J., & Pfoertsch, W. (2011). Business-to-business marketing: Analysis and practice in a dynamic environment. Pearson Education.
- Brennan, R., Canning, L., & McDowell, R. (2020). Business-to-business marketing (5th ed.). SAGE Publications.
- Ross, B. (2020). B2B marketing strategy: Differentiate, develop and deliver lasting customer engagement. Kogan Page.
- Sharma, D. D. (2012). Industrial marketing (12th ed.). Himalaya Publishing House.
- Havaldar, K. K. (2021). Industrial marketing: Text and cases (5th ed.). McGraw-Hill Education.

<b>BBA (Honours) IV<sup>th</sup> Year</b>	<b>(Code- M3.....)</b>		<b>Semester-VII</b>		
	<b>MARKETING ANALYTICS</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The course aims to equip students with the knowledge and skills to apply various marketing analytics techniques, including descriptive, exploratory, and prescriptive data analytics, to make data-driven decisions. Students will learn to utilize tools like Excel/R/SPSS/Python for summarizing marketing data, conduct customer journey mapping, calculate customer lifetime value, perform RFM and churn analysis, and apply advanced methods such as cluster analysis, pricing analytics, and conjoint analysis to optimize marketing strategies.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Apply descriptive, exploratory, and prescriptive analytics for marketing decision-making.	<b>PO.1, PO.4, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO2</b>	Use Excel/R/SPSS tools like PivotTables and charts to analyze marketing data.	<b>PO.1, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Perform customer analytics using journey mapping, CLV, RFM, and churn analysis.	<b>PO.1, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Conduct customer segmentation with cluster analysis and interpret its insights.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply</b>
<b>CO5</b>	Evaluate pricing and product attributes using regression models and conjoint analysis.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Marketing Analytics:** Relevance and scope of marketing analytics, Types of data analytics: Descriptive, Exploratory, and Prescriptive, Importance of data-driven decision-making, Recent trends and applications in marketing analytics. **(10 Hours)**
- **UNIT II- Data Summarization and Visualization Techniques:** Summarizing marketing data using Excel/R/Python, PivotTables: Slicing and dicing data, Creating and interpreting charts and dashboards. Using functions to generate key marketing metrics. **(8 Hours)**
- **UNIT III- Customer Analytics and Journey Mapping:** Mapping customer journeys, Calculating Customer Lifetime Value (CLV), RFM (Recency, Frequency, Monetary) analysis. Customer churn analysis, Segmentation: Cluster analysis and its application, Process of segmentation analysis. **(10 Hours)**
- **UNIT IV- Pricing Analytics:** Pricing strategies and objectives, Types of bundling and its impact, Price skimming and related analytics, Measuring price elasticity using regression models. **(10 Hours)**
- **UNIT V- Product and Choice Modeling:** Product attribute analysis using Conjoint Analysis, Introduction to Logistic Regression for marketing decisions, Discrete Choice Analysis, Random Utility Theory and its application in marketing. **(10 Hours)**

## SUGGESTED READING:

- Gupta, S., & Jathar, A. (2021). *Marketing analytics*. Wiley India.
- Winston, W. L. (2014). *Marketing analytics: Data-driven techniques with Microsoft Excel*. Wiley India.
- Sorger, S. (2013). *Marketing analytics: Strategic models and metrics*. Atlantic Publishers & Distributors.
- Lilien, G. L., Rangaswamy, A., & De Bruyn, A. (2017). *Principles of marketing engineering and analytics* (3rd ed.). DecisionPro, Inc.
- Maity, M., & Gurazada, P. (2021). *Marketing analytics: For strategic decision-making*. Oxford University Press India.

# **HUMAN RESOURCE MANAGEMENT GROUP**

<b>BBA (Honours) IV<sup>th</sup> Year</b>	<b>(Code- H1.....)</b>		<b>Semester-VII</b>		
	<b>HRD- SYSTEMS &amp; STRATEGIES</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** To develop basic understanding of the concept of human behavior and organization. To highlight the importance of OB in modern organizations. To understand individual and group behavior in the workplace to improve the effectiveness of an organization. To critically evaluate leadership styles and strategies.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the foundations of individual and group behavior in organizational contexts.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand</b>
<b>CO2</b>	Apply OB theories to real-life workplace situations and decision-making.	<b>PO.1, PO.4, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO3</b>	Analyze behavioral issues and identify gaps affecting organizational effectiveness.	<b>PO.1, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Promote positive organizational outcomes like motivation, commitment, and productivity.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand, Apply</b>
<b>CO5</b>	Foster a high-performance work culture using principles of organizational behavior.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand, Apply</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Organizational Behavior:** Meaning and importance of Organizational Behavior (OB), Historical development of OB, Contributing disciplines to OB. Models of OB, Factors influencing individual and organizational behavior. (8 Hours)
- **UNIT II- Individual Behavior in Organizations:** Foundations of individual behavior, Personality: Determinants, Type A & B, Big Five model, stages of development. Attitude: Components and job-related attitudes. Learning: Concepts, theories, and reinforcement techniques. Perception: Process and influencing factors. Values: Terminal vs Instrumental. Motivation: Concept, importance, and theories (Early and Contemporary). Indian Thought: Swami Vivekananda's approach to personality and citizenship behavior. Pandit Deendayal Upadhyaya's Integral Humanism. (10 Hours)
- **UNIT III- Group and Team Dynamics:** Group and team development: Five-stage model, Groupthink and group shift, Indian perspective on group norms, Teams: Types, models, and theoretical frameworks, Virtual and e-teams, Managing diverse and gig economy teams, Employee engagement. Organizational justice: Types and importance, Diversity, Equity, and Inclusion (DEI). (10 Hours)
- **UNIT IV- Leadership and Power:** Leadership: Concepts, trait and behavioral theories (Ohio, Michigan), Contingency theories and inspirational styles (transformational, charismatic), Authentic, servant, and self-leadership, Nurturant-task leader (Indian model). Mentoring in leadership development, Power: Bases of power, Leadership and organizational culture, Cultural differences in leadership: Indian vs global perspectives. (10 Hours)
- **UNIT V- Organizational Culture and Dynamics:** Concept and elements of organizational culture, Impact of leadership on culture, Managing organizational change and development, Organizational politics and ethics. Emotional intelligence at workplace, Stress management in organizations. Workplace behavior: Citizenship behavior, absenteeism, turnover, and deviance. (10 Hours)

## SUGGESTED READING:

- Robbins, S. P., & Judge, T. A. (2023). *Organizational behavior* (19th ed.). Pearson Education.
- Luthans, F. (2021). *Organizational behavior: An evidence-based approach* (14th ed.). McGraw Hill Education.
- Rao, V. S. P. (2022). *Organizational behavior* (4th ed.). Himalaya Publishing House.
- Aswathappa, K. (2023). *Organizational behavior* (18th ed.). Himalaya Publishing House.
- Upadhyaya D (2016) *Integral humanism: An analysis of some basic elements*. Prabhat Prakashan, Delhi.

<b>BBA (Honours) IV<sup>th</sup> Year</b>	<b>(Code- H2.....)</b>		<b>Semester-VII</b>		
	<b>CHANGE MANAGEMENT &amp; ORGANISATIONAL DEVELOPMENT</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** Understand change management and need for the change in organizational settings. To sensitize students to Organizational Development and Change interventions & enable understanding and application of OD interventions and to understand the nature of Planned change.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Differentiate between Organizational Development (OD) and Change Management.	<b>PO.1, PO.2</b>	<b>Remember, Understand</b>
<b>CO2</b>	Apply various OD models to real-life organizational case scenarios.	<b>PO.1, PO.4, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO3</b>	Explain process interventions and techno-structural interventions used in OD.	<b>PO.1, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Evaluate the causes of resistance to change and strategies to effectively manage it.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO5</b>	Design appropriate change management strategies aligned with organizational vision and goals.	<b>PO.1, PO.2, PO.3, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply</b>

## DETAILED SYLLABUS:

- **UNIT I- Understanding Change and Its Drivers:** Why Change? Contemporary Issues in Change; What Changes? Purpose and Vision in Change, Change Communication Strategies, Resistance to Change. **(8 Hours)**
- **UNIT II- Introduction to Organizational Development (OD):** Introduction to OD, Difference between OD and Change, The Nature of Planned Change, Models of OD, Roots and History of Doing OD, When Should Organizations Use OD? **(10 Hours)**
- **UNIT III- Strategic and Transformational Change:** Strategic Change Interventions; Transformational Change, Continuous Change, Trans-organizational Change; Organization Development for Economic, Ecological, and Social Outcomes, Future Directions in Organization Development. **(10 Hours)**
- **UNIT IV- The OD Process and Methodology:** The Process of Organization Development, Entering and Contracting, Diagnosing. Collecting Data, Analyzing, and Feeding Back Diagnostic Information, Designing Interventions, Managing Change, Evaluating and Reinforcing OD Interventions. **(10 Hours)**
- **UNIT V- Organizational Interventions and Design Approaches:** Interpersonal and Group Process Approaches, Organization Process Approaches, Employee Involvement. Structural Design Interventions: Downsizing, Reengineering, Parallel Structures, Total Quality Management (TQM), High Involvement Organization, Work Design. **(10 Hours)**

## SUGGESTED READING:

- Palmer, I., Dunford, R., & Buchanan, D. A. (2022). *Managing organizational change: A multiple perspectives approach* (4th ed.). McGraw-Hill Education.
- Cummings, T. G., & Worley, C. G. (2023). *Organization development and change* (11th ed.). Cengage Learning.
- McLean, G. N. (2018). *Organization development: Principles, processes, performance*. Pearson Education.

## PRACTICAL EXERCISES

- Kotter, J. P., & Rathgeber, H. (2016). *Our iceberg is melting: Changing and succeeding under any conditions* (10th anniversary ed.). Penguin Random House.
- Heath, C., & Heath, D. (2010). *Switch: How to change things when change is hard*. Broadway Books.

<b>BBA (Honours) IV<sup>th</sup> Year</b>	<b>(Code- H3.....)</b>		<b>Semester-VII</b>		
	<b>NEGOTIATION SKILLS</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** Negotiation skills is a course which will make day to day negotiations easy to handle. Be it a leader or upcoming manager, negotiation process and psychology of negotiations is important. It will help students understand the negotiation process, sensitize students to the psychology of negotiations, understand the win-win negotiation skills, learn about the biases in psychology which influence Negotiation process.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Analyze effective negotiation tactics applicable in team settings.	<b>PO.1, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO2</b>	Identify and evaluate common cognitive and emotional biases that affect negotiation outcomes.	<b>PO.1, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO3</b>	Understand the fundamentals of neuroscience in negotiation to foster win-win solutions within teams.	<b>PO.1, PO.3, PO.4, PO.5</b>	<b>Remember, Understand</b>
<b>CO4</b>	Apply negotiation strategies in both personal and professional environments to enhance collaboration.	<b>PO.1, PO.2, PO.3, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply</b>
<b>CO5</b>	Develop essential team-building and conflict-resolution skills to strengthen organizational performance.	<b>PO.1, PO.2, PO.3, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>

## DETAILED SYLLABUS:

- **Unit 1: Negotiation Booster Primer – Part 1:** BATNA and ZOPA: Foundations of Negotiation; Ego-tiation is the New Negotiation, Prime Yourself for Success, Opening Offer: The Anchoring Effect, Alternatives: “We Won the Lottery!” Managing Perception to Win in Negotiation, The Three-Dimensional (3D) Perception Model, Impression Management. **(8 Hours)**
- **Unit 2: Negotiation Booster Primer – Part 2:** The Attribution Trap, Profiling: Do Not Use a Gun for a Mosquito; Choosing the Right Strategy, Impacting Behavior: The Feel–Think–Act Trio. Listening Skills: The Ego Whisperer, Two-Dimensional Listening, Creating a Bond: Tell Me a Story. Beyond Mars and Venus: Gender and Negotiations, The Impact of Culture on Negotiation, Virtual Negotiations, Negotiation as a Mirror, Negotiation Booster Summary. **(10 Hours)**
- **Unit 3: Psychology and Neuroscience of Negotiations:** When Rationality Fails: Cognitive Biases of the Mind, Emotional Biases: Biases of the Heart, Negotiating Rationally in an Irrational World, The Neuroscience of Negotiation: How the Brain Influences Outcomes. **(10 Hours)**
- **Unit 4: Negotiating in the Real World:** Blind Spots in Negotiation, Confronting Lies and Deception, Recognizing and Resolving Ethical Dilemmas, Negotiating from a Position of Weakness, When Negotiations Get Ugly, Knowing When Not to Negotiate. **(10 Hours)**
- **Unit 5: Negotiation Booster Sealer – Case-Based Learning:** Case 1: The Redline Documents Power Struggle. Case 2: What Lies Beneath the Iceberg Tip. Case 3: Labels Are a Self-Fulfilling Prophecy. Case 4: Do Not Split the Cake – Bake a Bigger One. Case 5: There Is Always an Alternative. Case 6: Communicate to Win. **(10 Hours)**

## SUGGESTED READING:

- Jagodzinski, K. (2021). *Negotiation booster: The ultimate self-empowerment guide to high-impact negotiations*. Business Expert Press.
- Malhotra, D., & Bazerman, M. H. (2008). *Negotiation genius: How to overcome obstacles and achieve brilliant results at the bargaining table and beyond*. Bantam Dell.
- Harvard Business School Press. (2004). *Winning negotiations that preserve relationships*. Harvard Business Press.
- Schatzki, M. (2018). *Negotiating with winning words: Dialogue and skills to help you come out ahead in any business negotiation*. Business Expert Press.

## SUPPLEMENTARY READING

- Willard, C. (2024, January 30). *The neuroscience of negotiation: An introduction to leveraging neuroscience to communicate more effectively*. Psychology Today.

# **RETAIL MARKETING GROUP**

<b>BBA (Honours) IV<sup>th</sup> Year</b>	<b>(Code- R1.....)</b>		<b>Semester-VII</b>		
	<b>RETAIL STRATEGY</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** This course aims to equip students with comprehensive knowledge and skills in retail strategy formulation and implementation. Students will learn to develop vision and mission statements, differentiate store strategies, conduct retail surveys, and apply qualitative research methods to understand consumer behavior and market dynamics.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Develop effective vision and mission statements for retail businesses.	<b>PO.1, PO.2, PO.4</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO2</b>	Implement differentiation strategies to enhance retail growth and expansion.	<b>PO.1, PO.4, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO3</b>	Analyze consumer buying behavior and demographics to tailor marketing strategies.	<b>PO.1, PO.2, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Formulate retail market strategies focusing on customer needs and preferences.	<b>PO.1, PO.2, PO.4, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO5</b>	Apply financial strategies using the Strategic Profit Model to assess and improve retail performance.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction:** Developing vision, mission, Store Differentiating Strategies, Retail Growth and Expansion strategies. Retail surveys, qualitative research, research design, Developing a methodology, Shopper observations, retail audits. **(8 Hours)**
- **UNIT II- Understanding the Retail Customer I:** The Market Structure of Buying Population, Nature of Buying Behavior, Consumer Markets Population Analysis, Demographic Analysis, Consumer Buying Behavior, Buying Considerations, Product Tangibility, Goods Services, Product Durability, Durables, Non-Durables, Product Availability, Convenience Products, Shopping Products, Specialty Products, Understanding the Retail Customer II Buying Situations, Consumer Population, Consumer Requirements, Consumer Potential, Ability to Buy, Willingness to buy, Authority to Buy, Buying Centers, Buying Influences, Psychological factors, Motivation, Perception, Learning, Attitudes, Personal Factors, Personality, Self-concept, Life Styles, Life Cycle, Social Factors, Family, Reference groups, Social Class, Culture, Buying Process, Problem Recognition, Information Search, Alternative Evaluation, Purchase Decision, Post Purchase Evaluation, Buying Scenes. **(10 Hours)**
- **UNIT III- Retail Market Strategy:** Store Positioning, Retail Marketing Mix, Definition of retail Market Strategy, Focus on the Customer, nature of Strategic Planning, Preplanning: Assessing the Firms situation, SWOT, Mission, Goals and objectives, Budget implementation and control. **(10 Hours)**
- **UNIT IV- Financial Strategy:** Strategic Profit Model, An Overview, The Income , Net Sales, Gross Margins, Expenses, Net Profit, The Balance Sheet, Current Assets, Accounts Receivable, Merchandise Inventory, Cash and other Current Assets, Current Assets cycle, Fixed Assets, Asset Turn Over, Liabilities and Owners Equity, Strategic Resource Management Model, Return on Assets, Recap of Strategic Profit Model, Setting Performance Objectives Top down Vs Bottom Up Process, Accountability, Performance measure, Types of Measures. **(10 Hours)**
- **UNIT V- Retail Research:** Retail surveys, qualitative research, research design, Developing a methodology, Shopper observations, retail audits. **(10 Hours)**

## SUGGESTED READING:

- Barry Berman & Joel R Evans, Retailing Management, A Strategic Approach – Macmillan Publishing company, 4th Edition, 1989.
- James R Ogden & Denise T Ogden, BiZstantra, Integrated Retail Management, Indian Adoption, New Delhi, 2005.
- Michael Levy & Bartan A Weity, Retailing Management Tata McGraw Hill Publishing Company Ltd., 5th Edition, 2003.
- William R Davidson, Daniel R Sweency and Ronold W Stampfel; Retailing Management, John Wiley & Sons, 6th Edition, 1988.

<b>BBA (Honours) IV<sup>th</sup> Year</b>	<b>(Code- R2.....)</b>		<b>Semester-VII</b>		
	<b>RETAIL THEORY &amp; PRACTICES</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The objective of teaching Retail Theory & Practices is to equip students with a foundational understanding of the retail industry, including its formats, operations, consumer behavior, and marketing strategies. The course aims to develop practical skills for managing retail businesses effectively while addressing current trends, technological advancements, and challenges in both traditional and modern retail environments.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the fundamental concepts, formats, and functions of the retail industry.	<b>PO.1, PO.2</b>	<b>Remember, Understand</b>
<b>CO2</b>	Analyze consumer behavior and its impact on retail strategies.	<b>PO.1, PO.2, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Apply principles of store location, layout design, and visual merchandising.	<b>PO.1, PO.4, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO4</b>	Evaluate retail operations, including supply chain, inventory, and pricing strategies.	<b>PO.1, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO5</b>	Examine emerging trends and technologies shaping the future of retail.	<b>PO.1, PO.2, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Retailing:** Meaning, nature, scope, and evolution of retailing, Types of retailers: Store-based and non-store-based retailing, Retailing in India and Global retail scenario, Retail formats: Department stores, supermarkets, specialty stores, e-retailing, Role of retailing in the economy, Trends and challenges in modern retail. **(8 Hours)**
- **UNIT II- Retail Consumer Behavior:** Understanding the retail customer, Factors influencing consumer buying behavior, Buying decision process in retail, Customer relationship management (CRM) in retail, Retail market segmentation and targeting, Retail loyalty programs and consumer engagement. **(10 Hours)**
- **UNIT III- Retail Location & Layout Strategy:** Importance of store location and site selection, Types of retail locations (mall, high street, standalone, etc.), Store design and layout planning, Visual merchandising and atmospherics, Space management and planogramming, Traffic flow and consumer behavior in-store. **(10 Hours)**
- **UNIT IV- Retail Operations and Supply Chain Management:** Retail supply chain and logistics, Inventory management and control systems, Merchandising planning and category management, Retail pricing strategies and markups, Retail technology: POS, RFID, e-commerce integration, Retail performance metrics and KPIs. **(10 Hours)**
- **UNIT V- Retail Marketing & Future of Retail:** Retail promotional strategies: Advertising, sales promotions, digital marketing, Role of social media and influencer marketing in retail, Omnichannel retailing and customer experience, Ethical and legal issues in retail, Sustainable retail practices, Emerging trends: AI in retail, personalized shopping, and experiential retail. **(10 Hours)**

## SUGGESTED READING:

- Berman, B., & Evans, J. R. (2018). *Retail management: A strategic approach* (13th ed.). Pearson Education.
- Levy, M., Weitz, B. A., & Grewal, D. (2019). *Retailing management* (10th ed.). McGraw-Hill Education.
- Pradhan, S. (2021). *Retailing management: Text and cases* (5th ed.). McGraw-Hill Education India.
- Newman, A. J., & Cullen, P. (2002). *Retailing: Environment and operations*. Cengage Learning EMEA.
- Bajaj, C., Tuli, R., & Srivastava, N. V. (2005). *Retail management*. Oxford University Press.

<b>BBA (Honours) IV<sup>th</sup> Year</b>	<b>(Code- R3.....)</b>		<b>Semester-VII</b>		
	<b>ELECTRONIC RETAILING</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The objective of this course is to equip students with a comprehensive understanding of the concepts, strategies, technologies, and trends in electronic retailing. It aims to develop their ability to analyze digital consumer behavior, design effective e-retail models, and apply technological tools to manage online retail operations efficiently. The course also emphasizes ethical, legal, and future considerations essential for success in the evolving e-retail landscape.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand key concepts and evolution of electronic retailing.	<b>PO.1, PO.2, PO.6</b>	<b>Remember, Understand</b>
<b>CO2</b>	Analyze e-retail models and digital business strategies.	<b>PO.1, PO.2, PO.5,</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Evaluate online consumer behavior and loyalty techniques.	<b>PO.1, PO.5</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO4</b>	Apply digital tools for effective e-retail operations.	<b>PO.1, PO.4, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO5</b>	Identify legal, ethical, and future trends in e-retailing.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>

## DETAILED SYLLABUS:

- **UNIT 1: Introduction to Electronic Retailing:** Definition and scope of e-retailing, Evolution and growth of electronic retailing, Differences between traditional and electronic retailing, Advantages and limitations of e-retailing, Key trends and technologies in e-retailing, Overview of major global and Indian e-retailers. **(8 Hours)**
- **UNIT 2: E-Retailing Business Models & Strategies:** Types of e-retailing business models: B2C, B2B, C2C, C2B, Revenue models in e-retailing, Multichannel and omnichannel strategies. E-retailing logistics and supply chain, E-retail branding and positioning, Startups and innovations in e-retailing. **(10 Hours)**
- **UNIT 3: E-Retail Consumer Behavior:** Understanding the online customer journey, Consumer decision-making process in e-retailing, Factors influencing online buying behavior. Online trust and consumer perceptions, Personalization and customer experience management, Managing customer loyalty in digital retail. **(10 Hours)**
- **UNIT 4: Technology and Infrastructure in E-Retailing:** Role of IT and e-commerce platforms (Shopify, Magento, WooCommerce, etc.), Website design, usability, and digital store layout, Payment systems and digital wallets, Security issues in e-retailing (encryption, authentication, fraud), Mobile commerce (m-commerce) and app-based retailing, Role of AI, big data, and analytics in e-retailing. **(10 Hours)**
- **UNIT 5: Legal, Ethical & Future Trends in E-Retailing:** Legal and ethical issues in e-retailing, Data privacy and consumer protection laws, Regulatory environment for e-retailers in India and abroad, Environmental impact of e-retailing, Future of electronic retailing: AR/VR, blockchain, metaverse. Case studies of successful and failed e-retail ventures. **(10 Hours)**

## SUGGESTED READING:

- Laudon, K. C., & Traver, C. G. (2023). *E-commerce 2023: Business, technology and society* (18th ed.). Pearson.
- Chaffey, D. (2022). *Digital business and e-commerce management* (7th ed.). Pearson Education.
- Rayport, J. F., & Jaworski, B. J. (2004). *Introduction to e-commerce* (2nd ed.). McGraw-Hill Education.
- Saini, A. (2015). *E-commerce: Concepts, models and strategies*. IK International Publishing House.
- Turban, E., King, D., Lee, J. K., Liang, T. P., & Turban, D. C. (2018). *Electronic commerce 2018: A managerial and social networks perspective* (9th ed.). Springer.

# **INTERNATIONAL BUSINESS MANAGEMENT GROUP**

<b>BBA (Honours) IV<sup>th</sup> Year</b>	<b>(Code- IB1.....)</b>		<b>Semester-VII</b>		
	<b>SUPPLY CHAIN ANALYTICS</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The objective of this subject is to provide students with an understanding of how data analytics can enhance supply chain efficiency and decision-making. It aims to develop skills in forecasting, inventory management, and network optimization using analytical tools. The course also explores emerging technologies like AI, machine learning, and real-time data in supply chain operations.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the role of analytics in supply chain management.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand</b>
<b>CO2</b>	Understand the global supply chain operations.	<b>PO.1, PO.2, PO.3, PO.5, PO.6</b>	<b>Remember, Understand</b>
<b>CO3</b>	Analyze procurement and logistics operations using analytical tools.	<b>PO.1, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Design and optimize supply chain networks with data-driven insights.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO5</b>	Explore advanced technologies and tools shaping modern supply chain analytics.	<b>PO.1, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Supply Chain Analytics:** Overview of supply chain management (SCM), Role of analytics in supply chain decision-making, Descriptive, Predictive, and Prescriptive analytics, Importance of data in supply chains, KPIs and performance metrics, KChallenges in implementing supply chain analytics. **(8 Hours)**
- **UNIT II- Understanding Global Supply Chain Operations:** Insight into global trade and supply chains, expertise in emerging markets and global, supply chains, and knowledge of integrating global supply chain functions. Strategic benefits of the global supply, chain. Supply Chain Drivers (Inventory, Transportation, Information, Sourcing, Facilities, Pricing). Supply Chain Efficiency Vs. Responsiveness and the trade-off. **(10 Hours)**
- **UNIT III- Sourcing, Procurement, and Logistics Analytics:** Supplier selection and evaluation using analytics, Spend analysis and procurement dashboards, Logistics and transportation modeling, Route optimization and network analysis, Freight cost analysis and delivery performance metrics. **(10 Hours)**
- **UNIT IV- Data-Driven Supply Chain Design:** Simulation in supply chains, Network design optimization, Linear programming and decision models. Warehouse layout and distribution planning, Scenario planning and what-if analysis. **(10 Hours)**
- **UNIT V- Advanced Tools and Emerging Trends:** Role of AI and machine learning in SCM, Use of R, Python, Power BI, and Tableau in supply chain analytics, Blockchain and real-time data tracking, Sustainability analytics and green supply chain, Case studies and real-world analytics applications. **(10 Hours)**

## SUGGESTED READING:

- Chopra, S., & Meindl, P. (2022). *Supply chain management: Strategy, planning, and operation* (7th ed.). Pearson.
- Sahay, B. S. (2018). *Supply chain management for global competitiveness* (3rd ed.). Macmillan Publishers India.
- Jacobs, F. R., & Chase, R. B. (2021). *Operations and supply chain management* (16th ed.). McGraw-Hill Education.
- Waller, M. A., & Fawcett, S. E. (2013). *Data science, predictive analytics, and big data: A revolution that will transform supply chain design and management. Journal of Business Logistics*, 34(2), 77–84.
- Choi, T. M. (Ed.). (2021). *Innovative approaches in logistics and supply chain management*. Springer.

<b>BBA (Honours) IV<sup>th</sup> Year</b>	<b>(Code- IB2.....)</b>		<b>Semester-VII</b>		
	<b>EXIM POLICY &amp; DOCUMENTATION</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** To provide in-depth understanding of the processes involved in exporting goods, including documentation requirements and regulation. Students will learn how to navigate through export procedure, comply with legal requirements, and effectively manage export transactions.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the fundamentals of export-import regulations and procedures.	<b>PO.1, PO.2, PO.5, PO.6</b>	<b>Remember, Understand</b>
<b>CO2</b>	Identify and interpret key documents required in the export-import process.	<b>PO.1, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO3</b>	Analyze the importance of institutional and infrastructural support in foreign trade.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Evaluate various export financing methods and their role in trade operations.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO5</b>	Develop effective strategies to manage export-import transactions efficiently.	<b>PO.1, PO.2, PO.3, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>

## DETAILED SYLLABUS:

- **UNIT 1: Introduction to Foreign Trade and Export Business:** Role of exports and imports in economic development; Composition and trends in India's foreign trade; Theories of international trade- Classical & Modern theories; Features and rationale of export business; Essentials for starting an export business. **(8 Hours)**
- **UNIT 2: Export Documentation and Procedure:** Registration of exporters, Export documentation: Principal, auxiliary, and regulatory documents, Commercial invoice, consular invoice, customs invoice. Packing list, certificate of inspection, certificate of origin. Bill of lading, GR form, SDF form, PP form, shipping bill, Air bill/air consignment note, general excise clearance, Custom clearance process. Insurance cover in exports. Role of ECGC, Quality control and pre-shipment inspection, Harmonized System (HS) of classification and coding; Application of Electronic Data Interchange (EDI). **(10 Hours)**
- **UNIT 3: Institutional Framework for Export Promotion:** Export Promotion Council (EPC), Export Promotion Zone (EPZ) and Special Economic Zone (SEZ); Federation of Indian Export Organisations (FIEO); Agricultural & Processed Food Products Export Development Authority (APEDA), Role of Directorate General of Foreign Trade (DGFT), Categorization and recognition of export houses. **(10 Hours)**
- **UNIT 4: Export Financing and Payment Mechanisms:** Pre-shipment and post-shipment finance; Role and services of EXIM Bank, Modes of international payment: Cash-in-advance, Letters of Credit (types and nature), Documentary collections, Open account and consignment. Bills of exchange, Export pricing strategies, Introduction to INCOTERMS 2020. **(10 Hours)**
- **UNIT 5: Import Procedures and Documentation:** Import licensing and restrictions, Import documentation and compliance, Import finance and credit terms. Role of customs authorities in imports, Foreign trade policy provisions for importers. WTO regulations and India's import policy, Current trends and challenges in India's import management. **(10 Hours)**

## SUGGESTED READING:

- Singh, D., & Gautam, A. (2022). *Export management*. Himalaya Publishing House.
- Nabhi's Board of Editors. (2021). *Export manual*. Nabhi Publications.
- Cateora, P. R., & Gilly, M. C., & Graham, J. L. (2020). *International marketing* (18th ed.). McGraw-Hill Education.
- Ministry of Commerce, Government of India. (2023). *Handbook of export-import procedures*. Government of India Publication.
- Sudha, P., & Pradeep, V. (2023). A study on export documentation and clearance process at logistics company. *Central Asian Journal of Innovations on Tourism Management and Finance*, 4(10), 165–182.
- Kahiya, E. T., & Dean, D. L. (2016). Export stages and export barriers: Revisiting traditional export development. *Thunderbird International Business Review*, 58(1), 75–89. <https://doi.org/10.1002/tie.21729>.

<b>BBA (Honours) IV<sup>th</sup> Year</b>	<b>(Code- IB3.....)</b>		<b>Semester-VII</b>		
	<b>INTERNATIONAL ACCOUNTING &amp; REPORTING SYSTEM</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The course aims to provide students with a comprehensive understanding of international accounting standards and reporting systems, equipping them with the knowledge and skills necessary to navigate the complexities of global financial reporting.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Recall the objectives and functions of international accounting standard-setting bodies like IASB and IASC	<b>PO.1, PO.5, PO.6</b>	<b>Remember</b>
<b>CO2</b>	Understand the challenges and obstacles in achieving harmonization and convergence in global accounting standards.	<b>PO.1, PO.2, PO.5, PO.6</b>	<b>Remember, Understand</b>
<b>CO3</b>	Apply IFRS principles to prepare financial statements and analyze differences in accounting practices across regions like Europe, USA, and Asia.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Evaluate the effectiveness of international accounting bodies in fulfilling their goals.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO5</b>	Develop strategies to handle ethical dilemmas in international accounting by critically assessing global reporting practices.	<b>PO.1, PO.2, PO.3, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Global Accounting Standards:** Meaning, need, and benefits of accounting standards, Types of accounting standards: IFRS and GAAP. Concept of harmonization and convergence in accounting, Challenges in achieving harmonization, Role of international accounting bodies (IASB). **(10 Hours)**
- **UNIT II- Accounting Standard Setting Bodies:** Objectives, composition, and functioning of IASB (International Accounting Standards Board), International Accounting Standard Board (IASB): Creation, organizational structure, Key standards issued by IASB, Enforcement powers and achievements of IASB, Overview of IAS-1: Presentation of Financial Statements. **(10 Hours)**
- **UNIT III- International Financial Reporting Standards (IFRS):** Overview and main features of IFRS, Objectives and benefits of adopting IFRS, Comparison between IFRS and Indian GAAP. Introduction to Fair Value Accounting (FVA), IFRS in Public Sector Reporting. **(8 Hours)**
- **UNIT IV- Global Accounting Practices and Reporting:** Comparative accounting standards and practices in Europe, USA, and Asia, Financial reporting requirements across regions, Disclosure practices and transparency in global financial markets. **(10 Hours)**
- **UNIT V- Financial Institutions and Ethical Dimensions:** Financial reporting practices of major central banks: Federal Reserve Bank (USA), European Central Bank, Reserve Bank of India (RBI), Ethical considerations in international accounting, Role of corporate governance and ethics in global reporting. **(10 Hours)**

## SUGGESTED READING:

- Evans, T. G., Taylor, M. E., & Holzman, O. *International accounting and reporting*.
- Gautam, A., Jaiswal, T., & Keshari, A. *International financial management*. PHI Learning.
- Choi, F. D. S., & Mueller, G. G. (1992). *International accounting* (2<sup>nd</sup> ed.). Prentice Hall.
- Holt, P. E. (n.d.). *International accounting*. Dame Publications.
- Radebaugh, L. H., Gray, S. J., & Black, E. L. (2006). *International accounting and multinational enterprises* (6th ed.). Wiley.

## READINGS:

- Mulenga, M. J. (2016). *International financial reporting standards' adoption and value relevance of accounting information: A brief literature review*. *International Journal of Economics, Commerce and Management United Kingdom*, 4(6), 814-833.
- Soderstrom, N. S., & Sun, K. J. (2007). *IFRS adoption and accounting quality: a review*. *European accounting review*, 16(4), 675-702.
- Ball, R. (2006). *International Financial Reporting Standards (IFRS): pros and cons for investors*. *Accounting and business research*, 36(sup1), 5-27.
- Barth, M. E., Landsman, W. R., & Lang, M. H. (2008). *International accounting standards and accounting quality*. *Journal of accounting research*, 46(3), 467-498.

# **BUSINESS ANALYTICS GROUP**

<b>BBA (Honours) IV<sup>th</sup> Year</b>	<b>(Code- BA1.....)</b>		<b>Semester-VII</b>		
	<b>ETHICS IN DATA ANALYTICS</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The course aims to provide learners with an understanding of ethical challenges in data collection, analysis, and application. It promotes responsible data handling, fairness in AI systems, and compliance with global data privacy laws. Students will explore ethical frameworks, laws, and real-world cases to make informed and principled decisions in data analytics.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the fundamental ethical principles related to data privacy, security, and integrity.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand</b>
<b>CO2</b>	Analyze the impact of algorithmic bias and ethical concerns in AI-driven decision-making.	<b>PO.1, PO.2, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Apply data ethics frameworks and legal compliance standards such as GDPR and CCPA.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply</b>
<b>CO4</b>	Evaluate real-world ethical dilemmas in data analytics using global case studies.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO5</b>	Develop ethical strategies and governance models to ensure fairness, accountability, and transparency in analytics.	<b>PO.1, PO.2, PO.3, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>

## DETAILED SYLLABUS:

- **UNIT I- Foundations of Data Ethics:** Introduction to Ethics and Data Analytics, Importance of ethical considerations in data handling, Ethical principles: Responsibility, Fairness, Transparency, and Accountability, Privacy vs. Data Utility, Frameworks for ethical decision-making in data analytics. **(8 Hours)**
- **UNIT II- Data Privacy and Confidentiality:** Personal data and sensitive information, Data Protection Laws: GDPR, CCPA, and Indian data protection framework, Informed Consent and User Rights. Data anonymization and de-identification techniques, Ethical issues in data sharing and data brokerage. **(10 Hours)**
- **UNIT III- Bias, Discrimination & Fairness in Analytics:** Understanding algorithmic bias, Sources of bias in data collection, preparation, and model building, Discrimination in AI and Machine Learning, Strategies to mitigate bias and ensure fairness, Case studies on algorithmic discrimination. **(10 Hours)**
- **UNIT IV- Ethical Challenges in Emerging Technologies:** Ethics in AI, Machine Learning, and Big Data, Surveillance and ethical implications, Predictive analytics in healthcare, finance, and employment; Deep fakes, misinformation, and digital manipulation, Ethics of automated decision-making systems. **(10 Hours)**
- **UNIT V- Governance, Accountability & Best Practices:** Data governance and ethical stewardship, Role of data ethics officers and ethics committees, Auditing and impact assessments for data projects, Codes of ethics for data professionals, Case studies and global best practices in ethical data analytics. **(10 Hours)**

## SUGGESTED READING:

- O’Neil, C. (2016). *Weapons of math destruction: How big data increases inequality and threatens democracy*. Crown Publishing Group.
- Richards, N. M., & King, J. H. (2014). *Big data ethics*. *Wake Forest Law Review*, 49(2), 393–432.
- Danks, D., & London, A. J. (2017). *Algorithmic bias in autonomous systems*. In *IJCAI* (Vol. 17, pp. 4691–4697).
- Zwitter, A. (2014). *Big data ethics*. *Big Data & Society*, 1(2). <https://doi.org/10.1177/2053951714559253>.
- Mittelstadt, B. D., Allo, P., Taddeo, M., Wachter, S., & Floridi, L. (2016). *The ethics of algorithms: Mapping the debate*. *Big Data & Society*, 3(2). <https://doi.org/10.1177/2053951716679679>
- Floridi, L. (2013). *The ethics of information*. Oxford University Press.

<b>BBA (Honours)</b> <b>IV<sup>th</sup> Year</b>	<b>(Code- BA2.....)</b>		<b>Semester-VII</b>		
	<b>BASICS OF DATA MANAGEMENT</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** This course aims to provide foundational knowledge of data management principles, tools, and techniques. It equips students with essential skills to manage, organize, secure, and utilize data effectively for strategic decision-making across various domains.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand core concepts of data management and the data lifecycle.	<b>PO.1, PO.5, PO.6</b>	<b>Remember</b>
<b>CO2</b>	Apply data modeling techniques and manage relational databases using basic SQL.	<b>PO.1, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO3</b>	Analyze storage structures and data retrieval methods for efficient access.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Evaluate data quality, security, and governance principles.	<b>PO.1, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO5</b>	Explore real-world applications and emerging trends in data management.	<b>PO.1, PO.2, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>

## DETAILED SYLLABUS:

- **UNIT 1: Introduction to Data Management:** Definition and importance of data; Types of data: Structured, semi-structured, unstructured. Data lifecycle and data management processes, Role of data in decision-making, Data vs. Information vs. Knowledge. (10 Hours)
- **UNIT 2: Database Concepts and Data Models:** Introduction to databases and DBMS, Types of databases: Relational, NoSQL, Distributed. Data modeling: ER models and relational models, Normalization: Concepts and forms, Overview of SQL and basic queries. (10 Hours)
- **UNIT 3: Data Storage and Retrieval:** Data storage concepts: Files, blocks, records, Indexing, hashing, and data retrieval methods, Backup and recovery techniques, Cloud data storage and management, Big Data basics and Hadoop ecosystem (overview). (8 Hours)
- **UNIT 4: Data Governance, Quality & Security:** Data governance framework and policies, Dimensions of data quality: Accuracy, completeness, consistency, Data validation and cleaning techniques, Basics of data security and privacy, Regulatory compliance: GDPR, HIPAA, etc. (10 Hours)
- **UNIT 5: Applications of Data Management:** Business Intelligence (BI) and analytics, Role of data in CRM, ERP, and SCM. Introduction to Master Data Management (MDM). Case studies in data management (e.g., retail, healthcare, finance), Future trends: AI integration and automation in data management. (10 Hours)

## SUGGESTED READING:

- Coronel, C., & Morris, S. (2019). *Database systems: Design, implementation, & management* (13th ed.). Cengage Learning.
- Rob, P., & Coronel, C. (2007). *Data management: Databases and organizations* (5th ed.). Cengage Learning.
- Loshin, D. (2010). *Master data management*. Morgan Kaufmann.
- Briney, K. (2015). *Data management for researchers: Organize, maintain and share your data for research success*. Pelagic Publishing.
- Redman, T. C. (2013). *Data driven: Profiting from your most important business asset*. Harvard Business Press.

<b>BBA (Honours) IV<sup>th</sup> Year</b>	<b>(Code- BA3.....)</b>		<b>Semester-VII</b>		
	<b>DECISION MAKING WITH ANALYTICS</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** This course is designed to develop the ability to apply data analytics techniques to enhance decision-making processes in business. Students will learn to interpret and leverage data to generate actionable insights using analytical tools and models.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the fundamental concepts of business analytics in decision-making.	<b>PO.1, PO.5, PO.6</b>	<b>Remember</b>
<b>CO2</b>	Apply descriptive analytics to summarize and visualize data effectively.	<b>PO.1, PO.5</b>	<b>Remember, Understand</b>
<b>CO3</b>	Build and interpret predictive models to forecast outcomes.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Use prescriptive analytics tools to optimize business decisions.	<b>PO.1, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO5</b>	Evaluate real-world business cases and make data-driven recommendations.	<b>PO.1, PO.2, PO.3, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Analytics and Decision Making:** Meaning and scope of analytics in decision-making, Types of analytics: Descriptive, Predictive, and Prescriptive, Data-driven decision-making framework, Role of data visualization in decision support, Case examples in business decision-making. **(10 Hours)**
- **UNIT II- Descriptive Analytics for Decision Support:** Data summarization and visualization, Key performance indicators (KPIs) and dashboards, Excel/Power BI/Tableau basics, Data cleaning and preparation, Business case: Retail and marketing analytics. **(10 Hours)**
- **UNIT III- Predictive Analytics and Forecasting:** Introduction to predictive modeling, Regression analysis, classification techniques, Time series analysis and forecasting methods, Model accuracy and validation, Case studies: Sales prediction, customer churn. **(10 Hours)**
- **UNIT IV- Prescriptive Analytics and Optimization:** Introduction to optimization models, Linear programming and decision trees, Simulation techniques, Scenario analysis and what-if modeling, Application: Supply chain, pricing, and logistics. **(8 Hours)**
- **UNIT V- Decision Analytics in Practice:** Integrating analytics into organizational decision-making, Ethical issues in data-driven decisions. Human bias and decision pitfalls, Real-world applications: Finance, HR, Healthcare, and Operations, Future of decision analytics with AI and ML. **(10 Hours)**

## SUGGESTED READING:

- Evans, J. R. (2016). *Business analytics: Methods, models, and decisions* (2nd ed.). Pearson.
- Sharda, R., Delen, D., & Turban, E. (2020). *Analytics, data science, & artificial intelligence: Systems for decision support* (11th ed.). Pearson Education.
- Provost, F., & Fawcett, T. (2013). *Data science for business: What you need to know about data mining and data-analytic thinking*. O'Reilly Media.
- Albright, S. C., & Winston, W. L. (2016). *Business analytics: Data analysis & decision making* (6th ed.). Cengage Learning.
- Marr, B. (2016). *Big data in practice: How 45 successful companies used big data analytics to deliver extraordinary results*. Wiley.

**BACHELOR OF BUSINESS ADMINISTRATION (Honours) –  
8<sup>th</sup> SEMESTER**

Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
DSE		<b><u>Specialisation:</u></b> Paper-1	4	0	0	4	30	70	100
		<b><u>Specialisation:</u></b> Paper-2	4	0	0	4	30	70	100
		<b><u>Specialisation:</u></b> Paper-3	4	0	0	4	30	70	100
SEC		Dissertation Report & Viva-Voce [ <b>*Initiated in 7<sup>th</sup> semester</b> ]				8	30	70	100
<b>TOTAL</b>			<b>12</b>	<b>0</b>	<b>0</b>	<b>20</b>	<b>120</b>	<b>280</b>	<b>400</b>

*Any two DSE Papers are from any of the following Specialization Groups namely either from Finance, Marketing, HRM, Retail Marketing, International Business Management, or Business Analytics.*

**DSE-1- Financial Management Group**

- F1- Behavioral Finance
- F2- Strategic Corporate Finance
- F3- Direct Tax
- F4- Sustainable Finance

**DSE-2 – Marketing Management Group**

- M1- Marketing of Services
- M2- Brand Management
- M3- Marketing Research
- M4- Sales & Distribution Management

**DSE-3- Human Resource Management Group**

- H1- Cross Culture HRM
- H2- Team Building in the organizations
- H3- Employee Life Cycle Management
- H4- HR Analytics

**DSE-4- Retail Marketing Group**

- R1- Retail Accounting & Cash Management
- R2- Retail Analytics
- R3- e-Retail & Omni Channel Retail
- R4- Retail Marketing Strategies

**DSE-5- International Business Management Group**

- IB1- Export-Import Management
- IB2- International Finance
- IB3- Foreign Direct Investment (FDI) and Multinational Corporations (MNCs)
- IB4- Sustainable Practices in International Business

**DSE-6- Business Analytics Group**

- BA1- Role of Analytics in E-Business
- BA2-Supply Chain Analytics
- BA3- Introduction to Statistical Concepts for Business Analytics
- BA4- Data Analytics using R/Python

<b>BBA (Honours) IV<sup>th</sup> Year</b>	<b>(Code- .....)</b>		<b>Semester-VIII</b>		
	<b>DISSERTATION REPORT &amp; VIVA-VOCE</b>		<b>L-0, T-0, P-8</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
	30	70	100	08	00

**Course Objectives:** The objective of preparing the dissertation report and participating in the viva-voce is to enable BBA students to apply theoretical knowledge to practical business problems through in-depth research, develop critical thinking and analytical skills, demonstrate academic writing and presentation abilities, and enhance their capacity for independent decision-making and problem-solving in real-world business environments.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>
<b>CO1</b>	Develop the ability to conduct independent research, critically analyze business issues, and draw meaningful conclusions.	<b>PO.1, PO.5, PO.6</b>
<b>CO2</b>	Apply theoretical concepts to real-world business problems, bridging the gap between academics and industry practices.	<b>PO.1, PO.5, PO.6</b>
<b>CO3</b>	Enhance their ability to present their research findings clearly and confidently during the viva-voce.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>
<b>CO4</b>	Strengthen their skills in identifying business challenges, proposing solutions, and making informed decisions.	<b>PO.1, PO.4, PO.5, PO.6</b>

### **DISSERTATION REPORT:**

As part of the curriculum requirements for the 8th semester, each BBA student is required to undertake a dissertation project on a relevant business topic. The purpose of this exercise is to promote independent research, practical application of theoretical concepts, and professional presentation skills. Each student will be allotted a faculty member as a dissertation supervisor. The supervisor will guide the student throughout the research process and students are expected to regularly consult their supervisors and follow the research schedule set by the department. The viva-voce will be conducted by a panel of evaluators comprising internal and external faculty and each student will present their findings through a PowerPoint presentation during the evaluation of their report.

# **FINANCIAL MANAGEMENT GROUP**

<b>BBA (Honours) IV<sup>th</sup> Year</b>	<b>(Code- F1.....)</b>		<b>Semester-VIII</b>		
	<b>BEHAVIOURAL FINANCE</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** This course aims to help students to understand the role of emotions in decision making. Understand the role of heuristics and biases in financial decision making. Appreciate the impact of emotions on investor psychology and resulting challenges to traditional finance theory. Utilise learnings from behavioral finance to help guide public policy and financial product design.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the Foundations of Behavioural Finance.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand</b>
<b>CO2</b>	Identify and Analyze Cognitive Biases and Heuristics.	<b>PO.1, PO.2, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Evaluate Investor Behavior and Market Anomalies.	<b>PO.1, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO4</b>	Apply Behavioural Insights to Financial Decision Making.	<b>PO.1, PO.2, PO.3, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply</b>
<b>CO5</b>	Understand the ethical considerations and public policy applications of behavioural finance	<b>PO.1, PO.2, PO.3, PO.4, PO.5, PO.6</b>	<b>Remember, Understand</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Behavioural Finance:** Meaning and Scope of Behavioural Finance, Rationality and Bounded Rationality, Agency Theory, Prospect Theory and Reasoned Emotions,. Trader's Brain: Role of Emotion and Cognition, Overreaction and Optimism in Financial Decision Making. **(8 Hours)**
- **UNIT II- Heuristics and Cognitive Biases in Decision Making:** Emotion and Reasoning in Investment, Heuristics: Availability Heuristic, Representativeness Heuristic, Anchoring. Cognitive Biases: Bandwagon Effect, Confirmation Bias, Overconfidence, Framing Effect, Ostrich Effect, Loss Aversion, Gambler's Fallacy, Status Quo Bias, Class Exercises and Games on Heuristics and Biases. **(10 Hours)**
- **UNIT III- Investor Behaviour and Market Efficiency:** Investor Attitude to Risk and Expected Utility, Mental Accounting and its Effects, Noise Trader Risk in Financial Markets, Resistance to Recognizing Failure, Conformity and Social Forces in Investment Decisions, Selfishness vs Altruism in Investment. Group Psychology on Corporate Boards, Contrarian Investing, Conflict of Interest, Tools for Measuring Investor Risk Capacity. **(10 Hours)**
- **UNIT IV- Market Anomalies and Behavioural Explanations:** Challenges to Efficient Market Hypothesis (EMH), Market Anomalies: Small Firm Effect, Momentum vs Reversal, Behavioural Explanations for Market Anomalies. Role of Psychology in Pricing and Trading Behaviour. **(10 Hours)**
- **UNIT V- Behavioural Finance in Policy and Product Design:** Implications of Behavioural Finance for Decision Making, Public Policy Applications: Health Education, Savings (Nudge Theory and Framing). Behavioural Design of: Investment Products, Insurance Products. **(10 Hours)**

## SUGGESTED READING:

- Chandra, P. (2017). *Behavioral finance* (2nd ed.). McGraw-Hill Education.
- Singh, R. (2020). *Behavioral finance*. PHI Learning Pvt. Ltd.
- Kapoor, S., & Prosad, J. M. (2021). *Behavioral finance*. SAGE Publications India.
- Thaler, R. H. (2015). *Misbehaving: The making of behavioral economics*. W. W. Norton & Company.
- Kahneman, D. (2011). *Thinking, fast and slow*. Farrar, Straus and Giroux.
- Montier, J. (2010). *Behavioural investing: A practitioner's guide to applying behavioural finance*. John Wiley & Sons.
- Statman, M. (2019). *Behavioral finance: The second generation*. CFA Institute Research Foundation.
- Shefrin, H. (2007). *Behavioral corporate finance: Decisions that create value*. McGraw-Hill Education.
- Pompian, M. M. (2012). *Behavioral finance and investor types: Managing behavior to make better investment decisions*. John Wiley & Sons.
- Ackert, L. F., & Deaves, R. (2010). *Behavioral finance: Psychology, decision-making, and markets* (2nd ed.). South-Western Cengage Learning.

<b>BBA (Honours) IV<sup>th</sup> Year</b>	<b>(Code- F2.....)</b>		<b>Semester-VIII</b>		
	<b>STRATEGIC CORPORATE FINANCE</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** Develop understanding of the concept of Strategic Finance for decision-making in corporate world. Expand knowledge of corporate valuation and gain an overview of different corporate valuation techniques. Compare and contrast situations of financial distress and their management strategies. Orient students with the concept of merger, acquisition or management buyout

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Analyze financial strategies to enhance shareholder wealth and manage risks.	<b>PO.1, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO2</b>	Apply valuation techniques for strategic corporate decisions.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply</b>
<b>CO3</b>	Identify signs of financial distress and suggest restructuring strategies.	<b>PO.1, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Evaluate mergers, acquisitions, and buyouts.	<b>PO.1, PO.3, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO5</b>	Recommend financial decisions on capital structure and exit strategies.	<b>PO.1, PO.2, PO.3, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>

## DETAILED SYLLABUS:

- **UNIT 1: Introduction to Strategic Corporate Finance:** Strategy vs. Planning in Corporate Finance, Importance of Strategy in Financial Decisions, Types of Financial Strategy for: Shareholder Wealth Maximization, Corporate Value Addition, Economic Value Addition. Key Financial Risks: Interest Rate Risk, Credit Risk, Political Risk, Currency Risk, Exchange Rate Risk and Long-Term Foreign Currency Exposure. Risk Management Strategies: Money Market Hedges, Interest Rate, Credit Risk, and Currency Risk Strategies, Sources of Capital, Capital Structure Determination, Factors Affecting Capital Structure and Cost of Capital. **(10 Hours)**
- **UNIT 2: Principles and Methods of Business Valuation:** Overview and Importance of Company Valuation, Valuation Principles, Practices, and "What-If" Scenarios. Key Financial & Commercial Factors in Valuation, Valuation Methods: Market Multiples, Precedent Transactions, Discounted Cash Flow (DCF). Estimating Equity and Enterprise Value for Investment Decisions, Introduction to Cost of Capital: CAPM, Arbitrage Pricing Theory (APT), WACC, Adjusted Present Value (APV) Method. **(10 Hours)**
- **UNIT 3: Alternative Valuation Approaches and Capital Structure:** Valuing Firms with Changing Capital Structures, Overview of Valuation Approaches: Income Approach, Market Approach, Asset-Based Approach, Economic Value Added (EVA), Determining and Interpreting Weighted Average Cost of Capital, Alternative Approaches to CAPM, Strategic Applications of Valuation in Finance. **(8 Hours)**
- **UNIT 4: Financial Distress, Bankruptcy & Corporate Restructuring:** Meaning and Symptoms of Bankruptcy, Causes and Predictions of Financial Distress, Reorganization and Liquidation of Distressed Firms. Corporate Disposals: Retirement Sale, Non-Core Subsidiary Sale, Planned Exit. Exit Strategies: Routes, Valuation, Tax Planning, and Timing, Identification and Negotiation with Purchasers, Tax Implications of Corporate Disposals. **(10 Hours)**
- **UNIT 5: Mergers and Acquisitions (M&A):** Overview and Types of Mergers, Valuation in M&A and Value Gaps, Financing of Mergers and Takeovers, Defence Mechanisms in Takeovers, Due Diligence: Legal and Financial, Management and Leveraged Buyouts, Reverse Mergers, Valuation Benchmarks and Exchange Ratio, Control Premiums and Shareholder Wealth Effects, Tax Issues in M&A: Taxable vs. Tax-Free Transactions, Financial Accounting Implications of M&A. **(10 Hours)**

## SUGGESTED READING:

- Berk, J., & DeMarzo, P. (2020). *Corporate finance* (5th ed.). Pearson Education Limited.
- Brealey, R. A., Myers, S. C., & Allen, F. (2022). *Principles of corporate finance* (14th ed.). McGraw-Hill Education.
- Clayman, M. R., Fridson, M. S., Troughton, G. H., & Scanlan, M. C. (2012). *Corporate finance: A practical approach* (2nd ed.). Wiley.
- Damodaran, A. (2014). *Corporate finance: Theory and practice* (2nd ed.). John Wiley & Sons, Inc.
- Van Horne, J. C., & Wachowicz, J. M., Jr. (2008). *Fundamentals of financial management* (13th ed.). FT Prentice Hall, Pearson Education.
- Pettit, J. (2007). *Strategic corporate finance: Applications in valuation and capital structure*. John Wiley & Sons, Inc.
- Rosenbaum, J., & Pearl, J. (2021). *Investment banking: Valuation, leveraged buyouts, and mergers & acquisitions* (3rd ed.). Wiley.
- Griffith College. (2023). *CPA strategic level – Strategic corporate finance*. Griffith College Publishing.

<b>BBA (Honours) IV<sup>th</sup> Year</b>	<b>(Code- F3.....)</b>		<b>Semester-VIII</b>		
	<b>DIRECT TAX</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** Introduce students to the fundamental concepts of income tax, its scope, importance, and legal framework. Enable students to calculate taxable income and tax liability available under the Income Tax Act. Familiarize students with the assessment process, including tax audits, to ensure compliance with income tax laws. Equip students with the knowledge and skills to prepare and file income tax returns accurately after applying different tax management techniques and strategies.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Compute taxable income under different heads like salary, house property, business, capital gains, and other sources.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand</b>
<b>CO2</b>	Apply tax laws, exemptions, and deductions to determine total taxable income and tax liability.	<b>PO.1, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO3</b>	Analyze tax implications for individuals and businesses within the legal framework.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Evaluate effective tax planning strategies to minimize tax liability legally.	<b>PO.1, PO.2, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO5</b>	Prepare accurate and compliant income tax returns for submission to tax authorities.	<b>PO.1, PO.2, PO.5</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Income Tax:** Overview of the Income Tax Act, 1961, Key definitions: Person, Income, Gross Total Income, Concepts: Tax Planning, Tax Avoidance, Tax Evasion, Assessment Year vs. Previous Year, Capital & Revenue Receipts/Expenditure, Residential Status and Incidence of Tax, Agricultural Income and Exempted Income. **(10 Hours)**
- **UNIT II- Income from Salaries:** Meaning and scope of Salary, Allowances, Perquisites, and Profits in lieu of Salary, Provident Fund and Gratuity, Taxability rules and exemptions, Computation of taxable Salary Income. **(8 Hours)**
- **UNIT III- Income from House Property and Other Sources:** Basis of Charge and Ownership, Annual Value, Deductions, and Self-Occupied Property, Exempt House Property Income, Income from Other Sources: Scope and Types, Deductions and computation with examples. **(10 Hours)**
- **UNIT IV- Profits and Gains from Business or Profession & Capital Gains:** Basis of computation, allowed deductions, depreciation, Tax planning aspects of business income, Capital Gains: Definitions, Types of Assets, Exemptions, Cost Inflation Index, Transfers, and Capital Gains Account Scheme, Computation of Capital Gains. **(10 Hours)**
- **UNIT V- Computation of Total Income, Tax Liability & Return Filing:** Set-off and Carry Forward of Losses, Clubbing and Deemed Incomes, Deductions from Gross Total Income, Computation of Total Taxable Income with illustrations, Types of Assessment, Practical exposure: Filing of Return, Advance Tax Provisions. **(10 Hours)**

## SUGGESTED READING:

- Singhania, V. K., & Singhania, K. (2024). *Direct taxes: Law and practice* (70th ed.). Taxmann Publications Pvt. Ltd.
- Taxmann Publications Pvt. Ltd. (2024). *Income Tax Act, 1961 (Bare Act)* (69th ed.). Taxmann Publications Pvt. Ltd.
- Singhania, V. K. (2025). *Direct taxes ready reckoner* (49th ed.). Taxmann Publications Pvt. Ltd.
- Singhania, V. K., & Singhania, M. (2024). *Students' guide to income tax* (71st ed.). Taxmann Publications Pvt. Ltd.
- Gupta, R. (2025). *Direct taxes manual* (33rd ed., Vols. 1–2). Bharat Law House Pvt. Ltd.
- Ahuja, G., & Gupta, R. (2024). *Master guide to Income Tax Act*. Wolters Kluwer India Pvt. Ltd.
- Manoharan, T. N., & Hari, G. R. (2025). *Direct tax laws & international taxation* (2025 ed., Vols. 1–2). Snow White Publications Pvt. Ltd.

<b>BBA (Honours) IV<sup>th</sup> Year</b>	<b>(Code- F4.....)</b>		<b>Semester-VIII</b>		
	<b>SUSTAINABLE FINANCE</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** Visualize finance and sustainability as integrated disciplines and identify its origins, drivers and trends. Introduce basic terms and concepts in sustainable finance. Develop an understanding of sustainability challenges and apply ESG model to effectively address these challenges in financial decision-making processes. Provide insight of different financial products for addressing issue of sustainability and discuss diverse sustainable investment strategies.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Analyze climate change impacts on finance and develop risk management strategies.	<b>PO.1, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO2</b>	Integrate ESG considerations into investments and asset pricing models.	<b>PO.1, PO.2, PO.4, PO.5, PO.6</b>	<b>Remember, Understand</b>
<b>CO3</b>	Apply carbon credit pricing, markets, and offset mechanisms.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply</b>
<b>CO4</b>	Implement global reporting standards and legal frameworks for sustainability.	<b>PO.1, PO.2, PO.5, PO.6</b>	<b>Remember, Understand, Apply</b>
<b>CO5</b>	Apply ESG principles in reporting and disclosure practices.	<b>PO.1, PO.2, PO.5, PO.6</b>	<b>Remember, Understand, Apply</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Climate Change and Sustainable Development:** History of Sustainable Development, 17 Sustainable Development Goals (SDGs). Global Environmental Politics. Excessive Consumption vs. Population Growth, Global Environmental Standards and Climate Policies, Moral Aspects of Domestic and International Climate Finance, Climate Strategies: Mitigation vs. Adaptation. **(10 Hours)**
- **UNIT II- Climate Change and Finance:** Climate Change Impact on Industries and Financial Institutions, Role of Institutional Investors and Advocacy, Financial Tools for Climate Finance: Subsidized Finance, Mixed Finance, Securities & Assurances, Performance-Based Payments, Climate Risk and Equity Valuation, Corporate Risk Management & Mitigation Strategies. **(10 Hours)**
- **UNIT III- Sustainable Finance and ESG Investment:** ESG Model: Environmental, Social, and Governance, ESG Evaluation: Filtering, Thematic, Ethical Approaches, ESG Scores and Indicators, Investment Vehicles: Green Bonds, Mutual Funds, ESG-focused Stocks and Indices, ESG in Government Wealth Management, ESG Portfolio Analysis: Diversification, Hedging, SCAPM, Sustainable Blue Economy & its Relevance. **(10 Hours)**
- **UNIT IV- Carbon Credits and Trading Mechanisms:** Carbon Credit: Concept, Valuation & Carbon Pricing, International Climate Conferences: Kyoto & Paris, Carbon Markets: EU-ETS, Voluntary Markets, Emission Scope 1–3, Offset Mechanisms. CORSIA and Global Offset Exchanges, Carbon Offsetting: Spot & Forward Sales, Carbon Trading in India: ESCerts, RECs, and Future Trends. **(10 Hours)**
- **UNIT V- Sustainable Reporting and Global Frameworks:** Sustainability Reporting Drivers, Global Reporting Initiative (GRI), Integrated Reporting & Legal Frameworks, Conventions & Treaties: Brundtland, Kyoto, Paris, COPs, ESG Disclosures vs. SRI and Impact Investing, Circular Economy: 10 R's and Principles, Greenwashing and ESG Reporting Standards. **(8 Hours)**

## SUGGESTED READING:

- Schoenmaker, D., & Schramade, W. (2021). *Principles of sustainable finance*. Oxford University Press.
- Labatt, S., & White, R. R. (2007). *Environmental finance: A guide to environmental risk assessment and financial products*. John Wiley & Sons, Inc.
- Krosinsky, C., Robins, N., & Viederman, S. (Eds.). (2012). *Evolutions in sustainable investing: Strategies, funds, and thought leadership*. John Wiley & Sons, Inc.
- Jeucken, M. (2001). *Sustainable finance and banking: The financial sector and the future of the planet*. Earthscan Publications Ltd.
- Krosinsky, C., & Robins, N. (Eds.). (2013). *Sustainable investing: The art of long-term performance*. Earthscan Publications Ltd.
- Dikau, S., Oesingmann, K., & Thomä, J. (2019). *The principles of green finance*. Greenleaf Publishing.

# **MARKETING MANAGEMENT GROUP**

<b>BBA (Honours) IV<sup>th</sup> Year</b>	<b>(Code- M1.....)</b>		<b>Semester-VIII</b>		
	<b>MARKETING OF SERVICES</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** To provide students with a comprehensive understanding of the concepts and practices of service marketing and equip them with the skills to design and implement effective service marketing strategies in a globalised environment. Students will explore theories and frameworks related to service quality and customer satisfaction.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the nature, characteristics, and classification of services.	<b>PO.1, PO.5</b>	<b>Remember</b>
<b>CO2</b>	Learn to manage customer expectations and apply STP in service marketing.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand</b>
<b>CO3</b>	Gain knowledge of the service marketing mix strategies.	<b>PO.1, PO.2, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Develop skills in service design, quality measurement, and CRM.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO5</b>	Understand globalisation of services and its impact on Indian markets.	<b>PO.1, PO.2, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Services Marketing:** Service as a Marketing Concept; Factors for the growth of Service Sector; Characteristics of Services; Dimensions of Services; Classification of Services; Managing Customer Expectations: Level of Expectations; Zone of Tolerance; Segmentation, Targeting and Positioning of Service. **(10 Hours)**
- **UNIT II- Services Marketing Mix:** Product: Service Package, Core and Supplementary Services; Product Levels, Service Levels and Delivery; Price: Pricing Concepts and Issues in Pricing, Pricing Policy, Pricing Approaches, Price and Customer Values; Promotion: Internal and External Communication, Issues in Services Promotion; Place: Service Distribution, Channel Options, Service Distribution Strategy. **(10 Hours)**
- **UNIT III- Service Design:** Essential of a Service System; Components of Services; Designing the Service Package; Front Office Interface; Back Office Interface; Operations System; Service Delivery System; Customer Satisfaction and Conflicts; Service Recovery System; Service Quality; Concept of Service Quality, Measuring Service Quality; SERVQUAL System; Concept of CRM: CRM Objectives, Technology impact on Services, Concept of e-CRM. **(10 Hours)**
- **UNIT IV- Globalisation of Services:** Stages of Globalisation; International Marketing Services; Emerging Trends; Principal Driving Forces in Global Marketing of Services; Key Decisions in Global Marketing; Services Strategy and Organising for Global Marketing. **(10 Hours)**
- **UNIT V- Marketing of Services in India:** Application of the principles of Marketing Services in the Marketing of Financial Services, IT, Tourism Services, Travel Services, Hospitality Services and Transport Services. **(8 Hours)**

## SUGGESTED READINGS

- Zeithaml, Gremler, Bitner, and Ajay Pandit, *Services Marketing*, Tata McGraw-Hill, 5<sup>th</sup> ed., 2011.
- Christopher Lovelock, *Services Marketing: People, Technology and Strategy*, Pearson Education, 5<sup>th</sup> ed., 2011.
- Rajendra nargundkar, *Services Marketing: Text and Cases*, Tata McGraw-Hill, 3<sup>rd</sup> ed., 2010.
- Harsh V Verma, *Services Marketing: Text and Cases*, Pearson Education, 2<sup>nd</sup> ed., 2011.
- Govind Apte, *Services Marketing*, Oxford Univ. Press, 2<sup>nd</sup> ed., 2004

<b>BBA (Honours) IV<sup>th</sup> Year</b>	<b>(Code- M2.....)</b>		<b>Semester-VIII</b>		
	<b>BRAND MANAGEMENT</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** To provide students with a comprehensive understanding of the concepts and practices of service marketing and equip them with the skills to design and implement effective service marketing strategies in a globalised environment. Students will explore theories and frameworks related to service quality and customer satisfaction.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the core concepts of branding and its strategic role in marketing.	<b>PO.1, PO.2, PO.5, PO.6</b>	<b>Remember, Understand</b>
<b>CO2</b>	Develop brand positioning and value propositions aligned with consumer expectations.	<b>PO.1, PO.2, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO3</b>	Design brand elements and marketing programs to build and enhance brand equity.	<b>PO.1, PO.4, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO4</b>	Evaluate brand performance through appropriate research and measurement tools.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO5</b>	Formulate effective brand strategies for growth, extensions, and global markets.	<b>PO.1, PO.2, PO.3, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Branding:** Concept and importance of branding, Brand vs. Product, Functions of a brand for consumers and firms, Branding challenges and opportunities in the digital age, Strategic brand management process, Brand equity: Meaning, importance, and measurement. **(10 Hours)**
- **UNIT II- Brand Positioning and Values:** Identifying and establishing brand positioning, Points of parity and points of difference, Defining brand values and brand mantra, Brand resonance and value chain, Consumer-based brand equity (CBBE) model. **(10 Hours)**
- **UNIT III- Designing and Implementing Brand Marketing Programs:** Choosing brand elements: Names, logos, slogans, packaging, Integrating marketing programs and activities, Personalising marketing and relationship building, Leveraging secondary brand associations (celebrity, country of origin, etc.). **(10 Hours)**
- **UNIT IV- Measuring and Interpreting Brand Performance:** Brand audits and brand tracking, Quantitative and qualitative brand research, Brand equity measurement systems, Brand performance metrics and KPIs, Brand value and financial valuation techniques. **(10 Hours)**
- **UNIT V- Brand Strategies and Growth:** Managing brand portfolios and brand hierarchies, Brand extensions and co-branding, Global branding strategies. Brand revitalization and repositioning, Legal and ethical aspects of branding. **(8 Hours)**

## SUGGESTED READING:

- Keller, K. L. (2020). *Strategic brand management: Building, measuring, and managing brand equity* (5th ed.). Pearson Education.
- Aaker, D. A. (2014). *Aaker on branding: 20 principles that drive success*. Morgan James Publishing.
- Kapferer, J. N. (2012). *The new strategic brand management: Advanced insights and strategic thinking* (5th ed.). Kogan Page.
- Sengupta, S. (2005). *Brand positioning: Strategies for competitive advantage* (2nd ed.). Tata McGraw-Hill Education.
- Tybout, A. M., & Calkins, T. (Eds.). (2019). *Kellogg on branding in a hyper-connected world*. Wiley.
- Moorthi, Y. L. R. (2007). *Brand management: The Indian context*. Vikas Publishing House.

<b>BBA (Honours) IV<sup>th</sup> Year</b>	<b>(Code- M3.....)</b>		<b>Semester-VIII</b>		
	<b>MARKETING RESEARCH</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The course aims to provide students with a solid understanding of the purpose and significance of marketing research in decision-making. Students will learn how marketing research helps organizations gather valuable insights, identify opportunities, and make informed marketing decisions.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the importance of research in marketing and the marketing research industry.	<b>PO.1, PO.2, PO.5, PO.6</b>	<b>Remember, Understand</b>
<b>CO2</b>	Learn different approaches to marketing intelligence and types of market research.	<b>PO.1, PO.2, PO.5, PO.6</b>	<b>Remember, Understand</b>
<b>CO3</b>	Develop skills in research design, data collection, and analysis.	<b>PO.1, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO4</b>	Gain knowledge of qualitative and non-parametric data analysis techniques.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO5</b>	Understand ethical issues related to marketing research and how to prepare and present marketing research reports.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction:** Importance and Role of research in Marketing; the marketing research industry; Approaches to Marketing intelligence. Types of Market research; research approaches; significance of Market research, Market research process, criteria of good marketing research, problems encountered by marketing research in India.  
(10 Hours)
- **UNIT II- Marketing Research Design:** Research design- Pre-test, Post-test, Control group and Solomon four group design, Causal Research; observation techniques, experiments and test markets.  
(8 Hours)
- **UNIT III- Data Collection:** Primary and secondary data; Questionnaire Design and issues; Interviews; Comparative and non-comparative attitude measurement scaling techniques, sampling design: Sampling procedure, types of sampling, sample size determination.  
(10 Hours)
- **UNIT IV- Data Analysis and Interpretation:** Analyzing qualitative data collected through interviews and open ended questions – salient features of different methods. Non-parametric tests: One Sample tests ( Kolmogorov-Smirnov One Sample Test; Runs test for Randomness; One Sample Sign Test; chi-square test); Two Sample tests (Sign test; Median test; Mann-Whitney U test; Wilcoxon Matched-Pairs Signed Rank test); K Sample tests (Median test; Kruskal-Wallis Test); Multidimensional Scaling, Discriminate analysis.  
(10 Hours)
- **UNIT V- Reporting the Results and Ethical Issues in Marketing Research:** Preparing Marketing research report and presentation: written report, format of report, common problems in preparing report, the critical nature of report, Graphical presentation of reports. Ethical Issues: Ethical issues related clients, respondents, sampling, questionnaire design, reporting.  
(10 Hours)

## SUGGESTED READINGS

- Naresh K Malhotra, Satyabhushan Dash, (2009). *Marketing Research- An Applied Orientation*, 5/e, Pearson Education, New Delhi.
- Donald S. Tull, Del I. Hawkins, (2009). *Marketing research –Measurement & Method*, PHI Private Limited, New Delhi.
- Donald R. Cooper, Pamela S Schindler, (2007). *Marketing Research-Concepts and Cases*. Tata McGraw-Hill Publishing Company Limited, New Delhi.
- Hair, Bush, Ortinau, (2006). *Marketing Research*, 3/e, Tata McGraw-Hill Publishing Company Limited, New Delhi

<b>BBA (Honours) IV<sup>th</sup> Year</b>	<b>(Code- M4.....)</b>		<b>Semester-VIII</b>		
	<b>SALES &amp; DISTRIBUTION MANAGEMENT</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The course aims to provide students with a comprehensive understanding of the nature, importance, and various aspects of sales management, enabling them to grasp the role of personal selling in business and its significance over advertising. It intends to equip students with the skills to navigate through effective selling, including prospecting, approaching clients, making presentations, overcoming objections, and successfully closing sales, both in B2C and B2B contexts.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the role and importance of personal selling and different selling situations.	<b>PO.1, PO.2, PO.5</b>	<b>Remember, Understand</b>
<b>CO2</b>	Confidently navigate the sales process using techniques like AIDA, objection handling, and closing.	<b>PO.1, PO.2, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Manage sales teams through recruitment, training, compensation, and appraisal.	<b>PO.1, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Control sales efforts via forecasting, budgeting, quotas, and cost analysis.	<b>PO.1, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO5</b>	Recognize ethical/legal aspects and current trends in selling for career readiness.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction:** The Nature and Importance of Personal Selling, Nature of Sales Management Situation where Personal Selling is more effective than Advertising, Types of Selling situations, Types of Sales Persons, Application of AIDA Model in Personal Selling. **(10 Hours)**
- **UNIT II- Process of Personal Selling:** Process of Effective Selling; Prospecting, Pre-approach, Approach, Presentation and Demonstration, Handling the objections, Closing the Sales, Post-Sale Activities, Qualities of a Successful Sales person with reference to B-2-C, B-2-B Marketing. **(10 Hours)**
- **UNIT III- Controlling the Sales Effort Sales Forecasting:** Sales Budget, Sales Quotas, Sales Territories, Sales Controlling and Sales Cost Analysis. **(8 Hours)**
- **UNIT IV- Managing the Sales Force:** Recruitment and Selection, Training and Development, Compensation and Innovation, Direction and Suspension, Performance Appraisal of Sales Personnel. **(10 Hours)**
- **UNIT V- Emerging Issues in Selling Aspects:** Ethical and Legal aspects of Selling, Measures for Making Selling as attractive Career, Recent Trends in Selling. **(10 Hours)**

## SUGGESTED READINGS:

- Still, R. R., Cundiff, E. W., & Govoni, N. A. P. (2009). *Sales management: Decisions, strategies, and cases* (5th ed.). Pearson Education.
- Spiro, R. L., Stanton, W. J., & Rich, G. A. (2008). *Management of a sales force* (11th ed.). Tata McGraw-Hill.
- Johnston, M. W., & Marshall, G. W. (2007). *Sales force management* (8th ed.). Tata McGraw-Hill.
- Panda, T. K., & Sahadev, S. (2011). *Sales and distribution management* (2nd ed.). Oxford University Press.
- Havaldar, K. K., & Cavale, V. M. (2011). *Sales and distribution management: Text and cases* (2nd ed.). McGraw Hill Education.
- Jobber, D., & Lancaster, G. (2012). *Selling and sales management* (9th ed.). Pearson Education.

# **HUMAN RESOURCE MANAGEMENT GROUP**

<b>BBA (Honours) IV<sup>th</sup> Year</b>	<b>(Code- H1.....)</b>		<b>Semester-VIII</b>		
	<b>CROSS CULTURE HRM</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** To provide students with a robust understanding of Cross-Culture HR practices and issues. To provide an understanding of the impact of culture on human resource management practices across the globe and ways to manage cross cultural issues in MNCs and other organizations operating beyond their home markets.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand and differentiate between Domestic HRM and International HRM practices.	<b>PO.1, PO.2, PO.5</b>	<b>Remember, Understand</b>
<b>CO2</b>	Identify key challenges faced by organizations in international HRM contexts.	<b>PO.1, PO.2, PO.3, PO.5, PO.6</b>	<b>Remember, Understand</b>
<b>CO3</b>	Gain detailed knowledge of various international HRM practices and approaches.	<b>PO.1, PO.3, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Analyze emerging global trends, issues, and challenges in managing a diverse workforce.	<b>PO.1, PO.2, PO.3, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO5</b>	Develop insights into strategic HRM practices for effective global people management.	<b>PO.1, PO.2, PO.3, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Cross-Cultural HRM:** Meaning, nature, and functions of Cross-Cultural HRM, Differences between Domestic and Cross-Cultural HRM, Global workforce planning and international assignee selection, Key issues: Employee participation, work-life balance, ethics, employee safety, apprenticeships, Impact of militant unionism, state-controlled trade, and protectionist perceptions. **(10 Hours)**
- **UNIT II- Culture and Its Impact on HRM:** Concept and elements of culture, Hofstede's Cultural Dimensions, High vs. Low context cultures, language barriers, gender biases, Cultural influence on employee behavior and social/governmental interactions, Cultural preferences in HR practices and their impact on international business, Leadership in a cross-cultural environment, diversity and sensitivity training. **(10 Hours)**
- **UNIT III- Managing Global Workforce Mobility:** Expatriates and inpatriates: definitions and movement factors, Cultural orientation approaches: ethnocentric, regiocentric, polycentric, Challenges in expatriation/inpatriation: women, special needs, resources availability, Performance evaluation of global employees: biases, costs, and impact. **(10 Hours)**
- **UNIT IV- Cross-Cultural HR Practices:** Workforce planning, recruitment, selection, and repatriation, Cross-cultural training and management development, International compensation and benefits: salary base, tax handling, relocation costs, Performance management challenges: stereotypes, cultural differences, Labor laws, international employee and industrial relations, ethics in global HRM. **(10 Hours)**
- **UNIT V- Emerging Trends and Strategic Challenges:** Managing globally dispersed and diverse teams, Cross-cultural issues in ethics, CSR, and employee activism, HR as a competitive advantage in international business, Cross-cultural HRM in the gig economy, Addressing challenges of international expansion. **(8 Hours)**

## SUGGESTED READING:

- Dowling, P. J., Festing, M., & Engle Sr., A. D. *International human resource management*. Cengage Learning.
- Tarique, I., Briscoe, D., & Schuler, R. (2022). *International human resource management: Policies and practices for multinational enterprises* (5th ed.). Routledge.
- Lazarova, M., Morley, M., & Tyson, S. (2022). *Essentials of human resource management: Managing people globally*. Edward Elgar Publishing.
- Rao, P. S. (2020). *International human resource management*. Himalaya Publishing House.
- Trompenaars, F., & Hampden-Turner, C. (1998). *Riding the waves of culture: Understanding cultural diversity in global business* (2nd ed.). Nicholas Brealey Publishing.
- Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). *Cultures and organizations: Software of the mind* (3rd ed.). McGraw-Hill Professional.
- Vivekananda, S. (1998). *The East and the West*. Advaita Ashrama.
- Upadhyaya, D. (2016). *Integral humanism: An analysis of some basic elements*. Prabhat Prakashan.

<b>BBA (Honours) IV<sup>th</sup> Year</b>	<b>(Code- H2.....)</b>		<b>Semester-VIII</b>		
	<b>TEAM BUILDING IN THE ORGANISATION</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** To Understand difference between Group and team. To sensitize students to functional and dysfunctional team behavior. Enable understanding of being an effective Team leader. Understand collaborative team behaviour in teams.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Analyze the stages of team formation and apply effective team-building strategies.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze,</b>
<b>CO2</b>	Evaluate team dynamics and manage conflict and collaboration effectively.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO3</b>	Apply techniques to restructure teams for improved conflict resolution.	<b>PO.1, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO4</b>	Demonstrate the skills and behaviors of an effective team member in real-world settings.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand, Apply</b>
<b>CO5</b>	Develop leadership and communication skills essential for high-performing teams.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>

## DETAILED SYLLABUS:

- **UNIT I- Understanding Groups and Teams:** Importance of groups and teams in organizations, Stages of team development: Forming, Storming, Norming, Performing, Reorganizing, Why some teams succeed and others don't. **(8 Hours)**
- **UNIT II- Building and Sustaining High-Performance Teams:** Characteristics of high-performance teams, Stage 4 goals: Getting work done, managing cohesion and conflict, Roles, norms, decision-making, communication, and feedback, Cooperation, conflict management, avoiding blame and politics, Supporting leaders and managing dysfunctional team members. **(10 Hours)**
- **UNIT III- Team Dynamics and Member Development:** Intra-group and inter-group dynamics, Evaluating team member development, Types of teams and team structures, Managing individual roles within a team, In-group vs. out-group behaviors. **(10 Hours)**
- **UNIT IV- Virtual Teams and Remote Collaboration:** Introduction to virtual teams and their challenges, Navigating all stages of team development virtually, Building collaboration, managing conflict in virtual environments, Tools and strategies for effective remote teamwork. **(10 Hours)**
- **UNIT V- Team Leadership and Organizational Support:** Leadership styles for different stages of team development, Building complementary team members, Balancing help and autonomy as a leader, Role of organizational culture and support in team success, Conducting a team autonomy and organizational support audit. **(10 Hours)**

## SUGGESTED READING:

- Wheelan, S. A. (2014). *Creating effective teams: A guide for members and leaders*. Sage Publications.
- Sinek, S. (2014). *Leaders eat last: Why some teams pull together and others don't*. Portfolio/Penguin.
- (2019). *Team management* (Paperback ed.).
- Forsyth, D. R. (2018). *Group dynamics* (6th ed.). Cengage Learning.
- Lencioni, P. (2002). *The five dysfunctions of a team: A leadership fable*. Jossey-Bass.

<b>BBA (Honours) IV<sup>th</sup> Year</b>	<b>(Code- H3.....)</b>		<b>Semester-VIII</b>		
	<b>EMPLOYEE LIFE CYCLE MANAGEMENT</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** To understand the key stages of the Employee Life Cycle. To learn best practices for managing each stage of the ELC. To develop strategies to improve employee engagement and retention. To explore tools and techniques for measuring and optimizing the ELC.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Identify and describe the different stages of the employee life cycle.	<b>PO.1, PO.5</b>	<b>Remember, Understand</b>
<b>CO2</b>	Understand and implement effective recruitment, onboarding strategies, employee transitions, and exits.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand</b>
<b>CO3</b>	Evaluate and apply performance management and retention strategies.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO4</b>	Develop and create robust HR systems to manage the employee life cycle effectively.	<b>PO.1, PO.2, PO.3, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO5</b>	Apply best practices and insights from case studies to enhance employee life cycle management.	<b>PO.1, PO.2, PO.3, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply</b>

## DETAILED SYLLABUS:

- **UNIT I- Employee Life Cycle and Recruitment:** Approaches to managing the Employee Life Cycle, Erickson's Life Stages, Nature, scope, stages, and importance of the employee life cycle, HR roles in managing the employee life cycle, Human resource planning: Job analysis and job design. Recruitment: Meaning, process, sources, techniques, and legal considerations, Selection: Meaning, steps, types. **(10 Hours)**
- **UNIT II- Onboarding and Employee Development:** Placement: Definition, objective, and significance, Induction: Definition, objective, significance, and content. Socialization: Definition, stages, significance; Evaluating onboarding effectiveness. Training: Concept, need, importance, types, and techniques; Identifying training needs and designing training programs; Competency-based training and evaluating training effectiveness; Career pathing, succession planning, and human resource development. **(10 Hours)**
- **UNIT III- Performance Management and Retention:** Performance management: Nature, scope, process, and objectives. Performance appraisal: Concept, objectives, process, methods, essentials; Job evaluation: Concept, objectives, process, significance, techniques. Compensation management: Concept, components, objectives, methods, and incentives. Continuous feedback and managing performance issues, Retention: Concept, objectives, significance. Employee motivation, satisfaction, engagement techniques, and recognition programs, Retention strategies, discipline, and grievance management. **(10 Hours)**
- **UNIT IV- Employee Well-being and Engagement:** Definition and dimensions of employee well-being, Impact of well-being on performance and productivity, Employee health and wellness programs, Work-life balance and enhancing employee engagement. Measuring and improving employee engagement, Continuous improvement in well-being and engagement. **(10 Hours)**
- **UNIT V- Exit Management and Offboarding:** Exit management: Concept, importance, and scope, Offboarding processes and managing transfers and promotions, Conducting exit interviews and analyzing exit data, Maintaining alumni relations and employee advocacy. Managing voluntary and involuntary exits, Continuous improvement in exit management and role of communication. **(10 Hours)**

## SUGGESTED READING:

- Hawker, N. (2017). *From hire to fire and everything in between: Managing the employee life cycle – Hire, manage, wellbeing, and exit*. Michael Hanrahan Publishing.
- Dessler, G., & Varkkey, B. (2019). *Human Resource Management* (15th ed.). Pearson Education.
- Mondy, W. R., & Martocchio, J. J. (2016). *Human Resource Management* (14th ed.). Pearson Education.
- Mello, J. A. (2014). *Strategic Human Resource Management* (3rd ed.). Cengage Learning.
- Maylett, T., & Wride, M. (2017). *The employee experience: How to attract talent, retain top performers, and drive results*. John Wiley & Sons.
- Morgan, J. (2017). *The Employee Experience Advantage*. Wiley.

<b>BBA (Honours) IV<sup>th</sup> Year</b>	<b>(Code- H4.....)</b>		<b>Semester-VIII</b>		
	<b>HR ANALYTICS</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The course is designed to equip students with the knowledge, skills, and competencies necessary to understand and apply data analytics techniques in the field of human resource management.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the significance of data and analytics in HR and apply key HR metrics for data-driven decision-making.	<b>PO.1, PO.2, PO.4, PO.5, PO.6</b>	<b>Remember, Understand</b>
<b>CO2</b>	Develop analytical skills to collect, analyze, interpret, and visualize HR data using appropriate statistical and analytical tools.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO3</b>	Apply various HR analytics techniques to solve real-world human resource challenges effectively.	<b>PO.1, PO.3, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply</b>
<b>CO4</b>	Identify and use relevant HR performance indicators and benchmarks to evaluate HR functions and outcomes.	<b>PO.1, PO.2, PO.5, PO.6</b>	<b>Remember, Understand, Apply</b>
<b>CO5</b>	Enhance decision-making capabilities by integrating HR analytics insights into strategic and operational HR planning.	<b>PO.1, PO.2, PO.3, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to HR Analytics:** Evolution and importance of HR Analytics; Role and significance of HR metrics in decision-making; Key HR operational metrics: recruitment, training & development. **(10 Hours)**
- **UNIT II- Descriptive HR Analytics:** Introduction to descriptive analytics; Creating HR dashboards using software tools; Pivot tables: slicing, dicing, and summarizing HR data. **(8 Hours)**
- **UNIT III- Statistical Techniques in HR Analytics:** Application of correlation and regression in HR; Understanding T-tests (one-sample, independent, paired); One-way and Two-way ANOVA. **(10 Hours)**
- **UNIT IV- Predictive Analytics in HR:** Logistic regression for classification problems; Interpreting statistical outputs for informed decision-making; Application of predictive tools to real HR problems. **(10 Hours)**
- **UNIT V- Advanced Applications of HR Analytics:** Analytics for absenteeism, attrition, and job classification; Assessing training & development effectiveness, Use of decision trees and clustering algorithms in HR. **(10 Hours)**

## SUGGESTED READING:

- Gupta, M., Banerjee, P., & Pandey, J. (2021). *Practical applications of HR analytics*. SAGE Publications.
- Yadav, R. S., & Maheshwari, S. (2019). *HR analytics: Connecting data and theory*. Wiley.
- Walsh, M. (2020). *HR analytics essentials you always wanted to know (Self-Learning Management Series)*. Vibrant Publishers.
- Sundmark, L. (2020). *Doing HR analytics: A practitioner's handbook with R examples*. Independently published.
- Bhattacharyya, D. K. (2022). *HR analytics: Understanding theories and applications* (2nd ed.). Wiley.
- Soundararajan, R., & Singh, K. (2017). *Winning on HR analytics: Leveraging data for competitive advantage*. SAGE Publications.
- Motwani, B. (2021). *HR analytics: Practical approach using Python*. Wiley.

# **RETAIL MARKETING GROUP**

<b>BBA (Honours) IV<sup>th</sup> Year</b>	<b>(Code- R1.....)</b>		<b>Semester-VIII</b>		
	<b>RETAIL ACCOUNTING &amp; CASH MANAGEMENT</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** To equip students with the fundamental knowledge and practical skills in retail accounting and effective cash management, enabling them to handle financial records, manage cash flow, and use digital tools for retail business operations efficiently.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the fundamentals of retail accounting and apply basic accounting principles.	<b>PO.1, PO.5</b>	<b>Remember, Understand</b>
<b>CO2</b>	Prepare and interpret key financial statements used in retail operations such as trading, P&L accounts, and balance sheets.	<b>PO.1, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Analyze and manage cash flow effectively within retail environments, including budgeting and forecasting.	<b>PO.1, PO.2, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Demonstrate knowledge of banking operations and digital payment systems relevant to retail transactions.	<b>PO.1, PO.2, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO5</b>	Apply internal control and audit techniques to ensure accuracy and prevent fraud in retail accounting.	<b>PO.1, PO.2, PO.3, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply</b>

## DETAILED SYLLABUS:

- **UNIT I- Fundamentals of Retail Accounting:** Introduction to retail accounting: Meaning, objectives, and scope; Differences between retail and general accounting; Accounting principles and conventions relevant to retail; Retail business formats and accounting requirements; Introduction to accounting software in retail (basic overview).  
(10 Hours)
- **UNIT II- Financial Records and Statements in Retail:** Recording retail transactions: Sales, purchases, returns; Inventory accounting methods in retail; Preparation of trading, profit & loss account, and balance sheet; Calculation of gross margin and mark-up; Introduction to GMROI (Gross Margin Return on Investment).  
(10 Hours)
- **UNIT III- Cash Management in Retail Operations:** Meaning and importance of cash management; Cash inflows and outflows in retail; Cash budgeting and forecasting; Working capital and liquidity in retail businesses; Daily cash management and reconciliation.  
(8 Hours)
- **UNIT IV- Banking and Digital Payment Systems:** Role of banks in retail operations; Cash handling systems: Petty cash, cash float, cash register; Digital payment systems: UPI, debit/credit cards, POS, e-wallets; Impact of digital payments on retail cash flow; Introduction to banking apps and retail banking tools.  
(10 Hours)
- **UNIT V- Controls, Audits, and Emerging Trends:** Internal control systems in retail accounting; Cash audit: Purpose, process, and techniques; Fraud prevention and risk management; Regulatory compliance in retail finance; Recent trends: Digital accounting tools, e-invoicing, and automation.  
(10 Hours)

## SUGGESTED READING:

- Spiceland, D. (2024). *Financial Accounting for Managers: 2024 Release ISE*. McGraw-Hill Education.
- Bragg, S. M. (2024). *Retail Management*. Accounting Tools, Inc.
- The Art of Service. (2023). *Cash Flow Management: A Complete Guide – 2023 Edition*. The Art of Service.
- Singhvi, N. M., & Bodhanwala, R. J. (2018). *Management Accounting (3rd ed.)*. PHI Learning.
- Das, S. (2016). *Corporate Cash Management: A Study on Selected Indian Companies*. LAP LAMBERT Academic Publishing.
- Indian Institute of Banking & Finance (IIBF). (2023). *Accounting & Financial Management for Bankers*. Macmillan Education India Pvt. Ltd.

<b>BBA (Honours) IV<sup>th</sup> Year</b>	<b>(Code- R2.....)</b>		<b>Semester-VIII</b>		
	<b>RETAIL ANALYTICS</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** To enable students to understand and apply data-driven techniques to analyze retail operations, customer behavior, and business performance for making informed strategic decisions.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the fundamentals of retail analytics and its role in modern retail decision-making.	<b>PO.1, PO.2, PO.4, PO.5, PO.6</b>	<b>Remember, Understand</b>
<b>CO2</b>	Analyze customer behavior and sales patterns using retail data.	<b>PO.1, PO.2, PO.3, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Apply data-driven techniques for inventory management and supply chain optimization.	<b>PO.1, PO.2, PO.3, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply</b>
<b>CO4</b>	Use analytical tools and software to interpret and visualize retail data effectively.	<b>PO.1, PO.2, PO.3, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply</b>
<b>CO5</b>	Evaluate emerging trends like AI and predictive analytics in shaping the future of retail.	<b>PO.1, PO.2, PO.3, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Retail Analytics:** Meaning, scope, and importance of retail analytics; Evolution of analytics in the retail industry; Types of analytics: Descriptive, Predictive, and Prescriptive; Role of data in retail decision-making; Key performance indicators (KPIs) in retail. **(10 Hours)**
- **UNIT II- Retail Data Sources and Management:** Sources of retail data: POS systems, loyalty programs, online data; Structured vs. unstructured data. Basics of data collection, storage, and cleaning, Data warehousing and data lakes in retail. Ethical issues in retail data usage. **(8 Hours)**
- **UNIT III- Customer and Sales Analytics:** Customer segmentation and profiling; Market basket analysis and cross-selling strategies; Customer lifetime value (CLV) and churn analysis; Sales trend analysis and demand forecasting, Use of analytics in pricing and promotions. **(10 Hours)**
- **UNIT IV- Inventory and Supply Chain Analytics:** Inventory optimization using analytics; Forecasting demand and managing stock-outs; Supplier performance and sourcing analytics; Analytics in distribution and logistics; Case studies: Real-time analytics in supply chain. **(10 Hours)**
- **UNIT V- Tools, Applications & Future Trends:** Tools for retail analytics: Excel, Power BI, Tableau, Python (intro level); Case studies of retail companies using analytics (e.g., Amazon, Walmart); Role of AI and Machine Learning in retail analytics; Emerging trends: Omni channel analytics, personalization, predictive modeling, Challenges and opportunities in retail analytics. **(10 Hours)**

## SUGGESTED READING:

- Ghoniem, A., & Maddah, B. (Eds.). (2023). *Retail space analytics*. Springer.
- Cox, E. (2011). *Retail analytics: The secret weapon*. Wiley.
- Bullard, B. (2016). *Style & statistics: The art of retail analytics*. Wiley.
- Harrison, D. E. (2024). *Essentials of marketing analytics* (2024 release ISE). McGraw-Hill Education.

<b>BBA (Honours) IV<sup>th</sup> Year</b>	<b>(Code- R3.....)</b>		<b>Semester-VIII</b>		
	<b>e-RETAIL &amp; OMNI CHANNEL RETAIL</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** To equip students with knowledge and skills to understand, design, and manage e-retail and omni-channel retail operations by leveraging technology, customer insights, and strategic integration of physical and digital platforms.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the concepts and evolution of e-retail and omni-channel retailing.	<b>PO.1, PO.2</b>	<b>Remember, Understand</b>
<b>CO2</b>	Analyze different e-retail business models and digital customer engagement strategies.	<b>PO.1, PO.2, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Design seamless omni-channel experiences integrating physical and digital platforms.	<b>PO.1, PO.2, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Apply technology tools like AI, CRM, and analytics in retail operations.	<b>PO.1, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply</b>
<b>CO5</b>	Evaluate current challenges and future trends shaping the e-retail and omni-channel landscape.	<b>PO.1, PO.2, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to E-Retail and Omni-Channel Retail:** Definition and evolution of e-retail and omni-channel retail; Difference between e-retail, omni-channel, and multi-channel retailing; Importance of e-retail in the digital economy; Key drivers of the growth of e-retail and omni-channel retailing; Consumer behavior in the digital age. **(8 Hours)**
- **UNIT II- E-Retail Business Models and Platforms:** Types of e-retail business models: B2B, B2C, C2C, and C2B; Key e-retail platforms and their business strategies (e.g., Amazon, Flipkart, eBay); Website design and functionality for e-retail success; Role of mobile apps and social media in e-retail; Payment gateways and security in e-retail transactions. **(10 Hours)**
- **UNIT III- Omni-Channel Retail Strategy and Integration:** Meaning and principles of omni-channel retailing; Building a seamless customer experience across physical and digital channels; Role of data integration in omni-channel strategy; Inventory and supply chain management in an omni-channel environment. Case studies of successful omni-channel retailers (e.g., Walmart, Starbucks). **(10 Hours)**
- **UNIT IV- Technology in E-Retail & Omni-Channel Retail:** Role of technology in e-retail: AI, Big Data, Cloud Computing; Digital marketing strategies for e-retail (SEO, SEM, social media marketing); Personalization and customer targeting using data analytics; Use of CRM (Customer Relationship Management) in omni-channel retail; Augmented Reality (AR) and Virtual Reality (VR) in enhancing customer experience. **(10 Hours)**
- **UNIT V- Challenges and Future Trends in E-Retail & Omni-Channel Retail:** Challenges in e-retail: Logistics, customer trust, and competition; Managing returns, refunds, and customer service in Omni-channel retail; Sustainability and ethical considerations in e-retail; the future of e-retail and Omni-channel: Trends and innovations (e.g., AI, IoT); Regulatory and legal aspects of e-retail and Omni-channel retailing. **(10 Hours)**

## SUGGESTED READING:

- Mason, T., & Knights, M. (2019). *Omni channel Retail: How to Build Winning Stores in a Digital World*. Kogan Page.
- Myerson, P. (2021). *Omni Channel Retail and the Supply Chain: Working Together for a Competitive Advantage*. Routledge.
- Winters, A. (2020). *Omni Channel Retailing*. Springer.
- Binnie, L. (2018). *The Future of Omni Channel Retail*. Emerald Lake Books.
- Bazaarvoice. (2022). *The State of Omni Channel Retail*. Bazaarvoice.

<b>BBA (Honours) IV<sup>th</sup> Year</b>	<b>(Code- R4.....)</b>		<b>Semester-VIII</b>		
	<b>RETAIL MARKETING STRATEGIES</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** This course aims to provide students with a comprehensive understanding of retail marketing concepts and strategies. It focuses on developing skills to create customer-centric retail solutions in a competitive market environment.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the fundamentals and evolution of retail marketing in global and Indian contexts.	<b>PO.1, PO.2, PO.6</b>	<b>Remember, Understand</b>
<b>CO2</b>	Analyze consumer behavior and apply segmentation, targeting, and positioning strategies in retail.	<b>PO.1, PO.2, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Develop effective retail marketing mix strategies (product, price, place, promotion, people).	<b>PO.1, PO.2, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO4</b>	Design branding, communication, and customer loyalty programs for retail success.	<b>PO.1, PO.2, PO.4, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO5</b>	Evaluate emerging trends like e-retailing, technology integration, and sustainable retail practices.	<b>PO.1, PO.2, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Retail Marketing:** Meaning, nature, and importance of retail marketing; Evolution and growth of retailing in India and globally; Types of retail formats – store and non-store based; Role of retail marketing in the economy; Retail marketing environment – micro and macro factors; Key trends in retail marketing.  
(10 Hours)
- **UNIT II- Retail Consumer Behavior:** Understanding the retail customer; Factors influencing consumer behavior in retail; The retail buying process; Market segmentation and targeting for retail; Positioning strategies in retail; Customer relationship management in retailing.  
(8 Hours)
- **UNIT III- Retail Marketing Mix Strategies:** Product strategies: merchandise planning, category management; Pricing strategies: methods, policies, psychological pricing; Promotion strategies: advertising, sales promotion, PR, digital promotions; Place strategies: location decisions, distribution channels in retail; People strategies: training and developing retail staff; Physical evidence and Process in retail services marketing.  
(10 Hours)
- **UNIT IV- Retail Branding and Communication Strategies:** Concept of retail branding; Private labels vs national brands; Building retail brand equity; Retail communication mix – in-store and out-of-store promotions; Loyalty programs and customer engagement strategies; Visual merchandising and store layout planning.  
(10 Hours)
- **UNIT V- Contemporary Trends and Future of Retail Marketing:** E-tailing and omni-channel retailing; Role of technology in retail marketing – AI, AR/VR, IoT applications; Green retailing and ethical marketing practices; Global retail marketing strategies; Challenges and future prospects in retail marketing.  
(10 Hours)

## SUGGESTED READING:

- Berman, B., & Evans, J. R. (2023). *Retail management: A strategic approach* (14th ed.). Pearson.
- Levy, M., Weitz, B. A., & Grewal, D. (2024). *Retailing management* (11th ed.). McGraw-Hill Education.
- Varley, R. (2023). *Retail product management: Buying and merchandising* (3rd ed.). Routledge.
- Sinha, P. K., & Uniyal, D. P. (2022). *Managing retailing* (3rd ed.). Oxford University Press.
- Newman, A. J., & Cullen, P. (2022). *Retailing: Environment and operations* (3rd ed.). Routledge.

# **INTERNATIONAL BUSINESS MANAGEMENT GROUP**

<b>BBA (Honours) IV<sup>th</sup> Year</b>	<b>(Code- IB1.....)</b>		<b>Semester-VIII</b>		
	<b>EXPORT-IMPORT MANAGEMENT</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** To provide students with a comprehensive understanding of the processes, procedures, and documentation involved in export and import management. The course aims to equip students with the necessary skills to manage export-import operations, understand global trade regulations, and implement effective strategies for international trade.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand export/import procedures and stages.	<b>PO.1, PO.2, PO.5, PO.6</b>	<b>Remember, Understand</b>
<b>CO2</b>	Analyze documentation used in international trade.	<b>PO.1, PO.2, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Evaluate payment and financing methods for exports/imports.	<b>PO.1, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO4</b>	Comprehend export promotion and legal frameworks.	<b>PO.1, PO.2, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO5</b>	Assess challenges faced by importers/exporters and solutions.	<b>PO.1, PO.2, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>

## DETAILED SYLLABUS:

- **UNIT I- Concept and Procedure of Export and Import:** Concept of Export and Import; Export Procedure: Steps at various stages – Registration, Pre-shipment, Shipment, and Post-shipment; Import Procedure in India – Registration, Sourcing, Customs Clearance, and Delivery; Export and Import Management: Meaning, Features, and Functions. **(10 Hours)**
- **UNIT II- Export and Import Documentation:** Meaning and importance of documentation in EXIM, Types of documents used in Export-Import business; Important documents: Different Certificates, Invoices, Bills of Lading, Certificate of Origin, Inspection Certificates, Introduction to digital documentation and e-documentation practices in EXIM. **(10 Hours)**
- **UNIT III- Payment Methods, Parties Involved, and Risk Management:** Methods of payment in Export-Import: Advance Payment, Open Account, Documentary Credit, and Collections; Parties involved in Export-Import and their functions (Exporter, Importer, Customs Authorities, Freight Forwarders, Banks); Quality Control and Pre-shipment Inspection; Risk Management in EXIM: Political, Commercial, Transportation, and Payment Risks. **(10 Hours)**
- **UNIT IV- Export Finance and Institutional Support:** Export Finance: Pre-shipment and Post-shipment Finance; Role of EXIM Bank of India; Role of ECGC (Export Credit Guarantee Corporation) in Export Financing; International Trade Agreements and their impact on Indian Export-Import (WTO, FTAs, RTAs). **(8 Hours)**
- **UNIT V- Export Promotion, Digital Platforms, and Contemporary Issues:** Export Promotion: Meaning, Significance, and Institutional Infrastructure in India (DGFT, EPCs, SEZs); Legal Environment for Export Business in India; Problems faced by Indian Importers and Exporters and their solutions; Role of digital platforms and e-commerce (Amazon Global, Alibaba) in Export-Import Management; Sustainable and Ethical Practices in Export-Import Business. **(10 Hours)**

## SUGGESTED READING:

- Cherunilam, F. (2023). *International trade and export management* (20th ed.). Himalaya Publishing House
- Khurana, P. K. (2023). *Export management* (6th ed.). Galgotia Publishing Company.
- Aswathappa, K. (2022). *International business* (7th ed.). McGraw Hill Education.
- Rao, P. S. (2023). *International marketing* (2nd ed.). Himalaya Publishing House.
- Jain, R. K. (2022). *Handbook on export-import procedures and documentation* (Latest ed.). Century Law Publishing.

<b>BBA (Honours) IV<sup>th</sup> Year</b>	<b>(Code- IB2.....)</b>		<b>Semester-VIII</b>		
	<b>INTERNATIONAL FINANCE</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** To provide students with an understanding of the global financial environment, the evolution of international financial systems, and the functioning of key financial markets and institutions. The course aims to equip students with the skills to evaluate international financial instruments, assess multinational corporate decisions, and analyze foreign investment strategies in a global context.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the global financial environment and the evolution of financial systems.	<b>PO.1, PO.2, PO.5, PO.6</b>	<b>Remember, Understand</b>
<b>CO2</b>	Analyze international financial markets and their global role.	<b>PO.1, PO.2, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Comprehend the functioning of international financial institutions and banking.	<b>PO.1, PO.2, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Evaluate key international financial instruments like Eurobonds, ADRs, and GDRs.	<b>PO.1, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO5</b>	Assess multinational corporate decisions regarding FDI and FII.	<b>PO.1, PO.2, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to International Finance:** International Financial Environment: Overview, Nature and Scope of International Finance; Evolution of international financial system–gold standard, Breton woods standard, floating, exchange rate; International Finance Management VS Domestic Financial Management. **(10 Hours)**
- **UNIT II- International Financial Markets:** Eurocurrency market, international bond market, international equity market, international money market. **(8 Hours)**
- **UNIT III- International Financial Institutions:** IMF, Bank for International Settlements; international banking-euro bank, types of banking offices-correspondent bank, representative office, foreign branch, subsidiary bank, offshore bank. **(10 Hours)**
- **UNIT IV- International Financial Instruments:** Introduction to International Financial Instruments Types of International Financial -Euro CP, Eurobonds, foreign bonds, global bonds, euro equity, ADR, GDRs. **(10 Hours)**
- **UNIT V- Multinational Corporate Decisions in Global Market:** Foreign investment decision- Foreign direct investment (FDI)–motives, FDI theories-theory of comparative advantage, OLI paradigm of FDI in India. FII’s Definition, role of FII’s, Different between FDI & FII. **(10 Hours)**

## SUGGESTED READING:

- Eun, C. S., & Resnick, B. G. (2024). *International financial management* (9th ed.). McGraw Hill.
- Sharan, V. (2023). *International financial management* (8th ed.). PHI Learning.
- Shailaja, G. (2022). *International finance* (3rd ed.). Orient BlackSwan.
- Van den Berg, H. (2021). *International finance and open economy macroeconomics* (3rd ed.). Cambridge University Press.
- Madura, J. (2022). *International financial management* (14th ed.). Cengage Learning.

<b>BBA (Honours) IV<sup>th</sup> Year</b>	<b>(Code- IB3.....)</b>		<b>Semester-VIII</b>		
	<b>FOREIGN DIRECT INVESTMENT (FDI) AND MULTINATIONAL CORPORATIONS (MNCs)</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** To provide students with an understanding of FDI concepts, multinational corporate strategies, and the impact of FDI on global markets, while analyzing the role of MNCs and government regulations in shaping international business decisions.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the concepts, types, and theories of FDI and the role of MNCs in global markets.	<b>PO.1, PO.6</b>	<b>Remember, Understand</b>
<b>CO2</b>	Analyze the impact of FDI on host and home countries, including economic, social, and cultural factors.	<b>PO.1, PO.2, PO.3, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Evaluate the strategies of MNCs, including entry modes and risk management in international business.	<b>PO.1, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO4</b>	Comprehend government policies and regulations that influence FDI and the operations of MNCs.	<b>PO.1, PO.2, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO5</b>	Assess the role of FDI in emerging markets, sustainable development, and the future of global business.	<b>PO.1, PO.2, PO.3, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Foreign Direct Investment (FDI):** Concept of FDI: Definition, Features, and Importance; Types of FDI: Horizontal, Vertical, and Conglomerate FDI; Theories of FDI: Ownership-Location-Internalization (OLI) Model, Market Imperfections Theory, Product Life Cycle Theory; Determinants of FDI: Economic, Political, and Social Factors; FDI in India: Trends, Policies, and Government Initiatives. **(10 Hours)**
- **UNIT II- Multinational Corporations (MNCs):** Concept of MNCs: Definition, Characteristics, and Evolution; Structure of MNCs: Centralized vs. Decentralized Organizations; The Role of MNCs in the Global Economy; Strategies of MNCs: Global Strategy, Multidomestic Strategy, Transnational Strategy; MNCs and their impact on Host and Home Countries. **(8 Hours)**
- **UNIT III- FDI Flow, Impact, and Benefits:** FDI Flow: Global Trends, Emerging Markets, and FDI Patterns; Economic Impact of FDI on Host Countries: Employment, Technology Transfer, Infrastructure Development; Social and Cultural Impacts of FDI; Benefits and Challenges of FDI for the Host Country; FDI and Sustainable Development: Ethical Considerations and Corporate Social Responsibility (CSR). **(10 Hours)**
- **UNIT IV- Government Policies and Regulations on FDI:** FDI Regulations: National and International Frameworks (WTO, UNCTAD); India's FDI Policy: Liberalization, Privatization, and Globalization (LPG Model); Government Measures to Encourage or Restrict FDI: Incentives, Taxation, and Legal Restrictions; FDI and Trade Policy: Interlinkages and Strategic Approaches; FDI in Emerging Economies: Challenges and Opportunities. **(10 Hours)**
- **UNIT V- Strategic Management of MNCs and FDI:** Managing FDI Projects: Evaluation and Decision-Making Process; Entry Modes for MNCs: Joint Ventures, Wholly Owned Subsidiaries, Franchising, Licensing; Cross-Cultural Management: Issues in Managing MNCs across Borders; Risk Management for MNCs: Political, Economic, and Operational Risks; Future Trends in FDI: Digital Economy, Green FDI, and the Role of Technology. **(10 Hours)**

## SUGGESTED READING:

- Dunning, J. H. (2019). *Multinational enterprises and the global economy* (3rd ed.). Edward Elgar Publishing.
- Hill, C. W. L. (2022). *International business: Competing in the global marketplace* (13th ed.). McGraw Hill Education.
- Kumar, R. (2019). *Foreign direct investment and the multinational corporation* (1st ed.). Sage Publications.
- Root, F. R. (2021). *Entry strategies for international markets* (2nd ed.). Routledge.
- Kobrin, S. J. (2019). *International business: A global perspective* (5th ed.). Pearson.
- Agarwal, J., & Ramasamy, B. (2020). *Foreign direct investment in emerging economies* (2nd ed.). Routledge.
- Gopinath, M., & Mishra, B. (2021). *Global business management: Foreign direct investment and multinational corporations* (1st ed.). Wiley.

<b>BBA (Honours) IV<sup>th</sup> Year</b>	<b>(Code- IB4.....)</b>		<b>Semester-VIII</b>		
	<b>SUSTAINABLE PRACTICES IN INTERNATIONAL BUSINESS</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** To provide students with an understanding of FDI concepts, multinational corporate strategies, and the impact of FDI on global markets, while analyzing the role of MNCs and government regulations in shaping international business decisions.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the role of sustainability and CSR in international business.	<b>PO.1, PO.4, PO.5, PO.6</b>	<b>Remember, Understand</b>
<b>CO2</b>	Identify key environmental sustainability practices and global regulations.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Comprehend social responsibility, ethical sourcing, and diversity in business.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Grasp economic sustainability and the role of international institutions.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO5</b>	Recognize challenges, future trends, and the impact of technology on global sustainability.	<b>PO.1, PO.2, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Sustainable Practices in International Business:** Definition and Importance of Sustainability in Global Business; Overview of Sustainability and Corporate Social Responsibility (CSR); The Role of Multinational Corporations (MNCs) in Promoting Sustainability; Sustainable Development Goals (SDGs) and Their Relevance to International Business; Ethical Considerations in Global Business Operations. **(10 Hours)**
- **UNIT II- Environmental Sustainability in International Business:** Understanding Environmental Sustainability and its Global Impact; Green Business Practices: Waste Management, Energy Efficiency, and Resource Conservation; Corporate Environmental Reporting and Certification (ISO, LEED, etc.); Environmental Regulations and Policies in Global Markets; The Role of Innovation in Promoting Sustainable Products and Services. **(8 Hours)**
- **UNIT III- Social Sustainability and Ethical Business Practices:** Social Responsibility and its Role in International Business; Labor Practices and Human Rights in Global Supply Chains; Diversity, Equity, and Inclusion in International Business Operations; Fair Trade and Ethical Sourcing Practices; Stakeholder Engagement and Building Long-Term Relationships. **(10 Hours)**
- **UNIT IV- Economic Sustainability in Global Business:** Economic Sustainability: Definition and Importance in International Trade; The Impact of Globalization on Sustainable Economic Development; Inclusive Business Models and Poverty Alleviation through Business Practices; Role of International Institutions (e.g., UN, WTO) in Promoting Economic Sustainability; Sustainable Financing: Green Bonds, Impact Investing, and Sustainable Funds. **(10 Hours)**
- **UNIT V- Sustainable Practices and Future Trends in International Business:** Challenges in Implementing Sustainable Practices in Global Operations; Case Studies of MNCs with Successful Sustainable Business Models; Digitalization and Technology's Role in Achieving Sustainability Goals. The Future of Sustainable Business Practices in International Trade, Strategies for Building Resilient and Sustainable Global Supply Chains. **(10 Hours)**

## SUGGESTED READING:

- Crane, A., Matten, D., & Spence, L. J. (2019). *Corporate social responsibility: A case study approach* (3rd ed.). Routledge.
- Schaltegger, S., & Wagner, M. (2017). *Sustainable entrepreneurship and business models: Principles, perspectives, and practice*. Springer.
- Bansal, P. (2005). *Evolving sustainably: A longitudinal study of corporate sustainable development*. *Strategic Management Journal*, 26(3), 197-218.
- Lund-Thomsen, P., & Lindgreen, A. (2014). *Corporate social responsibility in global value chains*. Springer.
- Sullivan, R., & Mackenzie, C. (2017). *Responsible business: How to manage a CSR strategy successfully*. Kogan Page.

# **BUSINESS ANALYTICS GROUP**

<b>BBA (Honours) IV<sup>th</sup> Year</b>	<b>(Code- BA1.....)</b>		<b>Semester-VIII</b>		
	<b>ROLE OF ANALYTICS IN e-BUSINESS</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** To equip students with the knowledge and skills to leverage analytics tools and techniques for data-driven decision-making, customer behaviour analysis, and improving business performance in the e-business environment.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the role of analytics in driving business decisions in e-business.	<b>PO.1, PO.2, PO.5, PO.6</b>	<b>Remember, Understand</b>
<b>CO2</b>	Analyze customer behavior using web analytics and data mining techniques.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Apply predictive analytics to forecast sales and improve customer engagement.	<b>PO.1, PO.4, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO4</b>	Utilize Business Intelligence (BI) tools and Decision Support Systems (DSS) in e-business.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO5</b>	Explore advanced analytics technologies like AI, ML, and IoT in e-business applications.	<b>PO.1, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to e-Business and Analytics:** Definition and Scope of e-Business; Role of Analytics in e-Business Decision Making; Key Analytics Tools and Technologies for e-Business; Types of Data in e-Business: Structured, Unstructured, and Big Data; Introduction to Business Intelligence (BI) and its Role in e-Business. **(10 Hours)**
- **UNIT II- Web Analytics and Customer Behavior Analysis:** Overview of Web Analytics; Tools for Web Analytics: Google Analytics, Adobe Analytics; Tracking and Analyzing Customer Behavior Online; Understanding Clickstream Data; Segmentation, Personalization, and Customer Lifetime Value (CLV). **(8 Hours)**
- **UNIT III- Data Mining and Predictive Analytics in e-Business:** Introduction to Data Mining in e-Business; Techniques of Data Mining: Classification, Clustering, Association Rule Mining; Predictive Analytics and its Use in Forecasting Sales and Customer Demand; Analyzing Social Media Data and Trends; Applications of Data Mining and Predictive Analytics in e-Commerce. **(10 Hours)**
- **UNIT IV- Business Intelligence and Decision Support Systems (DSS):** Overview of Business Intelligence (BI) Tools in e-Business; Data Warehousing and Data Lakes; Decision Support Systems (DSS) for e-Business Decision Making; Real-Time Analytics and its Applications; Key Performance Indicators (KPIs) and Dashboards in e-Business. **(10 Hours)**
- **UNIT V- Advanced Analytics and Future Trends in e-Business:** Role of Artificial Intelligence (AI) and Machine Learning (ML) in e-Business Analytics; Real-Time Analytics and its Future in Customer Experience Management; Analytics in Mobile Commerce and Internet of Things (IoT); Data Privacy, Ethics, and Regulations in e-Business Analytics; Emerging Trends: Blockchain and its Potential in Analytics for e-Business. **(10 Hours)**

## SUGGESTED READING:

- Turban, E., Sharda, R., Delen, D., & King, D. (2018). *Business intelligence: A managerial perspective on analytics* (10th ed.). Pearson Education.
- Hughes, A., & Fill, C. (2016). *E-business and e-commerce management* (6th ed.). Pearson Education.
- Chaudhuri, S., Dayal, U., & Narasayya, V. (2011). *Data warehousing and business intelligence: Concepts, methodologies, tools, and applications*. IGI Global.
- Jansen, B. J. (2011). *Web search: Public searching of the web* (2nd ed.). Morgan & Claypool Publishers.

<b>BBA (Honours) IV<sup>th</sup> Year</b>	<b>(Code- BA2.....)</b>		<b>Semester-VIII</b>		
	<b>SUPPLY CHAIN ANALYTICS</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** To equip students with the knowledge and tools to apply analytics techniques for optimizing supply chain operations, improving decision-making, and leveraging data-driven insights in areas such as forecasting, inventory management, logistics, and emerging technologies.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the role of analytics in optimizing supply chain performance.	<b>PO.1, PO.4, PO.5, PO.6</b>	<b>Remember, Understand</b>
<b>CO2</b>	Apply forecasting techniques to predict demand and manage inventory effectively.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply</b>
<b>CO3</b>	Utilize optimization models to improve logistics and transportation efficiency.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Analyze and interpret data to enhance decision-making in supply chain management.	<b>PO.1, PO.2, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO5</b>	Explore emerging technologies like AI and blockchain in modern supply chain analytics.	<b>PO.1, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Supply Chain Management and Analytics:** Overview of Supply Chain Management (SCM): Key Components and Functions; Importance of Analytics in Supply Chain Optimization; Types of Supply Chain Analytics: Descriptive, Predictive, and Prescriptive; Key Performance Indicators (KPIs) in Supply Chain; Data-Driven Decision Making in Supply Chain Management. **(10 Hours)**
- **UNIT II- Data Analysis and Forecasting in Supply Chain:** Basics of Data Collection and Data Preprocessing in Supply Chains; Introduction to Forecasting Methods: Moving Averages, Exponential Smoothing, ARIMA; Demand Forecasting and its Role in Inventory Management; Supply Chain Forecasting Models and their Applications; Tools for Forecasting in Supply Chain Analytics (e.g., Excel, R, Python). **(10 Hours)**
- **UNIT III- Inventory Management and Optimization:** Role of Inventory Management in Supply Chain; Types of Inventory and Inventory Models (EOQ, Just-In-Time, ABC Analysis); Techniques for Inventory Optimization; Safety Stock Calculation and its Significance; Impact of Lead Time and Order Quantity in Supply Chain Optimization. **(10 Hours)**
- **UNIT IV- Logistics and Transportation Analytics:** Importance of Logistics in Supply Chain Performance; Optimization of Transportation Routes and Network Design; Last-Mile Delivery Analytics and Challenges; Use of GIS and Simulation Tools in Logistics Analytics; Freight Cost Optimization and Transportation Management Systems (TMS). **(8 Hours)**
- **UNIT V- Advanced Supply Chain Analytics and Emerging Trends:** Use of Machine Learning and AI in Supply Chain Analytics; Blockchain Technology in Supply Chain Transparency and Tracking; Real-Time Supply Chain Analytics and its Impact on Decision Making; Risk Management and Disruption Analysis in Supply Chains; The Future of Supply Chain Analytics: Automation, IoT, and Smart Supply Chains. **(10 Hours)**

## SUGGESTED READING:

- Chopra, S., & Meindl, P. (2019). *Supply chain management: Strategy, planning, and operation* (7th ed.). Pearson Education.
- Goh, M., & Ang, S. (2020). *Supply chain analytics: Theories and applications*. Springer.
- Fawcett, S. E., Ellram, L. M., & Ogden, J. A. (2019). *Supply chain management: From vision to implementation* (2nd ed.). Pearson Education.
- Harrison, J., & van Hoek, R. (2014). *Logistics management and strategy: Competing through the supply chain* (5th ed.). Pearson.
- Bichou, K., & Gray, R. (2020). *Supply chain analytics and management* (1st ed.). Wiley.

<b>BBA (Honours)</b> <b>IV<sup>th</sup> Year</b>	<b>(Code- BA3.....)</b>		<b>Semester-VIII</b>		
	<b>INTRODUCTION TO STATISTICAL CONCEPTS FOR BUSINESS ANALYTICS</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** To provide students with a strong foundation in statistical methods and tools essential for analyzing business data, enabling effective decision-making through data-driven insights.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand basic statistical concepts and their applications in business analytics.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand</b>
<b>CO2</b>	Analyze and summarize business data using descriptive statistics.	<b>PO.1, PO.2, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Apply probability and probability distributions to real-world business problems.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply</b>
<b>CO4</b>	Conduct hypothesis testing and interpret inferential statistical results.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO5</b>	Build and evaluate simple regression models for business decision-making.	<b>PO.1, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>

## DETAILED SYLLABUS:

- **UNIT I- Basics of Statistics for Business Analytics:** Introduction to Business Analytics and the Role of Statistics; Types of Data: Qualitative vs Quantitative, Cross-sectional vs Time Series. Scales of Measurement: Nominal, Ordinal, Interval, and Ratio. Data Collection Methods and Sampling Techniques, Introduction to Descriptive and Inferential Statistics. **(10 Hours)**
- **UNIT II- Descriptive Statistics and Data Visualization:** Measures of Central Tendency: Mean, Median, Mode, Measures of Dispersion: Range, Variance, Standard Deviation, Coefficient of Variation, Skewness and Kurtosis, Graphical Representation: Histograms, Bar Charts, Pie Charts, Box Plots, Using Excel/SPSS for Descriptive Analysis. **(10 Hours)**
- **UNIT III- Probability and Probability Distributions:** Basic Probability Concepts and Rules; Conditional Probability and Bayes' Theorem; Random Variables: Discrete and Continuous. Important Distributions: Binomial, Poisson, Normal Distribution, Applications of Probability Distributions in Business Decisions. **(10 Hours)**
- **UNIT IV- Inferential Statistics:** Concept of Population and Sample; Sampling Distributions and Central Limit Theorem; Estimation: Point and Interval Estimates; Hypothesis Testing: Concept, Procedure, Errors in Hypothesis Testing; Z-test, t-test, Chi-square test, and ANOVA with Business Applications. **(8 Hours)**
- **UNIT V- Correlation, Regression, and Business Applications:** Correlation Analysis: Pearson and Spearman Coefficients; Simple Linear Regression and Multiple Regression; Interpretation of Regression Output; Introduction to Time Series Analysis, Application of Statistical Techniques in Business Analytics Projects. **(10 Hours)**

## SUGGESTED READING:

- Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., & Cochran, J. J. (2020). *Statistics for business and economics* (14th ed.). Cengage Learning.
- Levine, D. M., Stephan, D. F., Szabat, K. A., & Berenson, M. L. (2022). *Statistics for managers using Microsoft Excel* (9th ed.). Pearson.
- Black, K. (2022). *Business statistics: For contemporary decision making* (11th ed.). Wiley.
- Field, A. (2018). *Discovering statistics using IBM SPSS statistics* (5th ed.). SAGE Publications.
- Sharma, J. K. (2018). *Business statistics* (5th ed.). Vikas Publishing House.

<b>BBA (Honours) IV<sup>th</sup> Year</b>	<b>(Code- BA4.....)</b>		<b>Semester-VIII</b>		
	<b>DATA ANALYTICS USING R/PYTHON</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** To provide students with a comprehensive understanding of the R programming language, enabling them to proficiently handle data analysis tasks, visualize data insights, and apply statistical methods using R's diverse functions and packages.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand R programming basics: data types, vectors, matrices, and operators.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand</b>
<b>CO2</b>	Handle complex data structures: arrays, lists, and data frames.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Apply decision-making and loops for data automation.	<b>PO.1, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO4</b>	Create and use custom functions in analysis.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate, Create</b>
<b>CO5</b>	Design data visualizations for business insights.	<b>PO.1, PO.2, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to R/Python and Basic Data Structures:** Introduction: Features of R/Python; Installation and Running of R/Python; Comments, Reserved Words, Identifiers, Constants, and Variables; Operators: Arithmetic, Relational, Logical, Assignment, Miscellaneous, Operator Precedence, Strings Handling, Basic Data Types: Numeric, Integer, Complex, Logical, Character (in R) / int, float, bool, str (in Python). (10 Hours)
- **UNIT II- Working with Vectors, Lists, Matrices and Data Structures:** Creating and Combining Vectors / Lists; Accessing, Modifying, Deleting Vector/List Elements; Vector/List Arithmetic and Recycling (for R); Sorting and Reading Vectors, Matrix Creation and Accessing Matrix Elements; Matrix Arithmetic, Manipulation, and Operations. (10 Hours)
- **UNIT III- Arrays, Factors, Data Frames and Data Management:** Creating and Accessing Arrays; Array Manipulation and Arithmetic; Factors: Creation, Access, and Modification; Data Frames: Creation, Access, Modification; Aggregating, Sorting, Merging, and Reshaping Data; Subsetting Data and Data Type Conversion. (8 Hours)
- **UNIT IV- Control Structures and Functions:** Decision-Making Constructs (if, if-else, nested if-else, ifelse function, switch statement); Loops: for, while, repeat loops. Loop Control Statements: break, next, User-defined Functions: Defining and Calling Functions (with/without Arguments), Built-in Functions: Mathematical, Character, Statistical, Date & Time Functions, Recursive Functions. (10 Hours)
- **UNIT V- Data Visualization using Charts and Graphs:** Bar Charts: Vertical, Horizontal, Grouped, Stacked, Histograms: Simple Histograms, Histograms with Labels, Breaks, Density Lines, Line Graphs: Simple and Multiple Lines, Pie Charts: Simple and 3D Pie Charts. Introduction to Data Visualization Libraries (basic matplotlib in Python / ggplot2 in R if needed). (10 Hours)

## SUGGESTED READING:

- Jose, J. (Year). *Beginner's guide for data analysis using R programming*. Khanna Book Publishing.
- Teetor, P. (2011). *R cookbook: Proven recipes for data analysis, statistics, and graphics* (1st ed.). O'Reilly Media.
- Grolemund, G., & Wickham, H. (2017). *R for data science: Import, tidy, transform, visualize, and model data*. O'Reilly Media.
- Hodeghatta, U. R., & Nayak, U. (2017). *Practical business analytics using R and Python*. Springer.
- Grolemund, G. (2014). *Hands-on programming with R: Write your own functions and simulations*. O'Reilly Media.
- James, G., Witten, D., Hastie, T., & Tibshirani, R. (2021). *An introduction to statistical learning: With applications in R* (2nd ed.). Springer.
- Motwani, B. (2019). *Data analytics using Python*. Wiley India.

**BACHELOR OF BUSINESS ADMINISTRATION  
(Honours with Research) -7<sup>th</sup> SEMESTER**

Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
DSCC		Advanced Data Analysis Tools	2	0	4	4	30	70	100
		Advanced Research Methodology	2	0	4	4	30	70	100
DSE		<b><u>Specialisation:</u></b> Paper-1	4	0	0	4	30	70	100
		<b><u>Specialisation:</u></b> Paper-2	4	0	0	4	30	70	100
SEC		Research Internship Report & Viva-voce				4	30	70	100
<b>TOTAL</b>			<b>12</b>	<b>0</b>	<b>8</b>	<b>20</b>	<b>150</b>	<b>350</b>	<b>500</b>

*Note: - Research Internship for 6 - 8 weeks in the industry or corporate world / Research or Academic Institute shall be compulsory for all students immediately after 6th Semester Examinations for those students who will opt for BBA (Honours with Research). This component will be evaluated during the 7th semester in their Research internship Viva Voce.*

*\*Also the work on the Dissertation File will start from the 7th semester on topic allotted to them or chosen by them and have to present a PPT & give a Viva-Voce on the same in the 8th semester*

*Any two DSE Papers are from any of the following Specialization Groups namely either from Finance, Marketing, HRM, Retail Marketing, International Business Management or Business Analytics.*

**DSE-1- Financial Management Group**

- F1- Investment Analysis & Portfolio Management
- F2- Financial Planning
- F3- Business Analysis & Valuation

**DSE-2 – Marketing Management Group**

- M1- Consumer Behaviour
- M2- B2B Marketing
- M3- Marketing Analytics

**DSE-3- Human Resource Management Group**

- H1- HRD –Systems & Strategies
- H2- Change Management and Organizational Development
- H3- Negotiation Skills

**DSE-4- Retail Marketing Group**

- R1- Retail Strategy
- R2- Retail Theory & Practices
- R3- Electronic Retailing

**DSE-5- International Business Management Group**

- IB1- Supply Chain Analytics
- IB2- EXIM Policy & Documentation
- IB3- International Accounting & Reporting System

**DSE-6- Business Analytics Group**

- BA1- Ethics in Data Analytics
- BA2- Basics of Data Management
- BA3- Decision-Making with Analytics

<b>IV<sup>th</sup> Year</b>	<b>BBA (Hons with Research)</b>		<b>Semester-VII</b>		
	<b>(Code- .....)</b>				
	<b>ADVANCED DATA ANALYSIS TOOLS</b>		<b>L-2, T-0, P-4</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** To introduce advanced data analysis tools and techniques used in business decision-making. To develop proficiency in using statistical software for comprehensive data analysis, including manipulation, interpretation, and visualization. To explore the application of these tools in addressing real-world business challenges through hands-on exercises.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Proficiency in using advanced statistical tools for data analysis.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO2</b>	Ability to apply comprehensive data analysis techniques to enhance business decision-making.	<b>PO.1, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Skills to effectively interpret and present data insights to stakeholders.	<b>PO.1, PO.2, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Ability to apply machine learning algorithms to solve business problems and optimize decision-making.	<b>PO.1, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO5</b>	Awareness of ethical considerations in data analysis.	<b>PO.1, PO.2, PO.3, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Data Handling and Statistical Foundations:** Overview of Data Analysis; Introduction to data analysis, its importance, and applications in business and research, Statistical Software Tools: Introduction to popular statistical tools (e.g., R, Python, SPSS) used for data analysis, Data Importing Techniques: Methods of importing data from various sources (e.g., CSV, Excel, databases, APIs), Data Cleaning Techniques: Handling missing data, dealing with outliers, and correcting data inconsistencies, Initial Data Exploration: Descriptive statistics: mean, median, mode, variance, and standard deviation. Basic visualizations: histograms, box plots, scatter plots. **(10 Hours)**
- **UNIT II- Statistical Analysis and Modeling:** Descriptive and Inferential Statistics: Key concepts in descriptive and inferential statistics. Measures of central tendency, dispersion, and normal distribution, Regression Analysis: Simple linear regression, multiple regression, assumptions, and interpretation of results, Hypothesis Testing: Formulating null and alternative hypotheses, p-values, t-tests, chi-square tests, and confidence intervals, Time Series Analysis: Identifying trends, seasonal components, and applying time series forecasting models (e.g., ARIMA, Exponential Smoothing), Advanced Statistical Methods: Non-parametric tests, ANOVA, and multivariate analysis techniques for handling complex datasets. **(10 Hours)**
- **UNIT III- Machine Learning and Predictive Analytics:** Introduction to Machine Learning: Overview of machine learning algorithms and their relevance to business analytics, Supervised Learning Techniques: Regression trees, decision trees, and support vector machines. Model evaluation using cross-validation and error metrics, Unsupervised Learning Techniques: Clustering techniques such as K-means, hierarchical clustering, and principal component analysis (PCA), Neural Networks and Deep Learning: Introduction to neural networks and deep learning models. Applications in business analytics and predictions, Predictive Analytics: Building and evaluating predictive models for forecasting and decision-making. **(10 Hours)**
- **UNIT IV- Data Visualization and Reporting Techniques:** Importance of Data Visualization: The role of effective data visualization in decision-making and storytelling, Advanced Data Visualization Tools: Hands-on experience with Tableau, Power BI, and Python (Matplotlib, Seaborn, Plotly) for creating visualizations, Interactive Dashboards: Building interactive and dynamic dashboards for data exploration and presentation, Data-Driven Reporting: Preparing detailed analytical reports and presentations. Best practices for reporting insights to stakeholders, Data Presentation for Business Audiences: Communicating complex data insights in a clear and understandable manner tailored to business decision-makers. **(10 Hours)**
- **UNIT V- Ethical Considerations and Advanced Analytical Techniques:** Ethical Considerations in Data Analysis: Understanding data privacy, security, and ethical issues in data analysis. Protecting sensitive information and ensuring data integrity, Data

Governance and Compliance: Best practices for maintaining data accuracy, transparency, and compliance with laws and regulations (e.g., GDPR), Advanced Analytical Techniques: Machine learning model interpretability (e.g., SHAP, LIME), ensemble methods, and advanced regression techniques, Ethical Decision-Making in Analytics: Incorporating ethical considerations into data-driven decisions and ensuring responsible use of data, Case Studies in Ethical Data Use: Real-world examples of ethical dilemmas in data analysis and how organizations navigated them. **(8 Hours)**

#### **ADDITIONAL:**

- Hands-on Practice: Assignments and projects involving real-world datasets to practice data handling, statistical analysis, and machine learning techniques.
- Tools Used: Python (pandas, scikit-learn), R, Tableau, Power BI, SPSS.

#### **SUGGESTED READING:**

- Field, A. (2018). *Discovering statistics using IBM SPSS Statistics* (5th ed.). Sage.
- James, G., Witten, D., Hastie, T., & Tibshirani, R. (2021). *An introduction to statistical learning with applications* (2nd ed.). Springer.
- Chopra, R. (2020). *Data science with artificial intelligence, machine learning, and deep learning*. Khanna Book Publishing.
- Lantz, B. (2019). *Machine learning with R* (2nd ed.). Packt Publishing.
- Silver, N. (2012). *The signal and the noise: Why so many predictions fail—but some don't*. Penguin Books.
- VanderPlas, J. (2016). *Python data science handbook: Essential tools for working with data*. O'Reilly Media.

#### **JOURNALS:**

- Zhang, H., & Li, X. (2022). *Machine learning algorithms for big data: A review*. *Journal of Big Data*, 9(1), 1-21. <https://doi.org/10.1186/s40537-022-00471-w>
- Jha, S., & Mehta, M. (2021). *Data-driven decision-making in business analytics*. *Journal of Business Research*, 134, 127-135. <https://doi.org/10.1016/j.jbusres.2021.03.025>
- Jain, S., & Kaur, P. (2021). *Statistical learning and its application in predictive analytics*. *Journal of Statistical and Computational Science*, 15(3), 183-196. <https://doi.org/10.1016/j.jscs.2021.03.004>
- Ramos, J., & Nascimento, S. (2020). *Ethics in AI and machine learning: A systematic review*. *International Journal of Information Management*, 51, 102037. <https://doi.org/10.1016/j.ijinfomgt.2020.102037>

<b>IV<sup>th</sup> Year</b>	<b>BBA (Hons with Research)</b>		<b>Semester-VII</b>		
	<b>(Code- .....)</b>				
	<b>ADVANCED RESEARCH METHODOLOGY</b>		<b>L-2, T-0, P-4</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** Enhance understanding of advanced research designs and methodologies beyond the foundational level. Develop proficiency in qualitative and quantitative data analysis techniques using advanced software tools. Explore contemporary issues and innovations in research methodology relevant to business studies.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand advanced research philosophies, paradigms, and methodologies.	<b>PO.1, PO.6</b>	<b>Remember, Understand</b>
<b>CO2</b>	Apply qualitative, quantitative, and mixed methods to complex research problems.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply</b>
<b>CO3</b>	Use advanced analytical tools for data interpretation and analysis.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply</b>
<b>CO4</b>	Evaluate contemporary research issues, including big data and AI.	<b>PO.1, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO5</b>	Prepare ethical and well-structured research reports and proposals.	<b>PO.1, PO.2, PO.3, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>

## DETAILED SYLLABUS:

- **UNIT I- Advanced Research Frameworks:** Research Philosophy and Inquiry: Exploring the nature of knowledge (ontology) and the theory of knowledge (epistemology) in research, Research Paradigms: Understanding different research paradigms (positivism, interpretivism, critical realism, etc.), Quantitative, Qualitative, and Mixed Methods Approaches: Refining and integrating different research approaches for complex inquiries, Specialized Research Designs: Introduction to experimental and non-experimental designs: Longitudinal and cross-sectional designs, Factorial design, Latin square design, Randomized group design. **(10 Hours)**
- **UNIT II- Advanced Data Analysis Techniques:** Qualitative Data Analysis: Advanced qualitative methods including ethnography and phenomenology, Quantitative Data Analysis: Multivariate analysis techniques: Factor analysis, Cluster analysis, Discriminant analysis, Structural equation modeling (SEM) for understanding complex relationships between variables, Data Analysis Software: Introduction to advanced data analysis software: NVivo and ATLAS.ti for qualitative analysis. PLSEM (Partial Least Squares Structural Equation Modeling) for SEM analysis. **(8 Hours)**
- **UNIT III- Contemporary Issues in Research:** Big Data and Analytics: The impact of big data on research design, data collection, and analysis, Artificial Intelligence in Research: Incorporating AI into research methodologies and its implications for data analysis, Emerging Technologies in Research: The transformative role of virtual reality (VR) and augmented reality (AR) in business research, enhancing data collection and interaction, Ethical Considerations in Contemporary Research: Addressing modern ethical issues in data handling, privacy concerns, and the responsible use of AI in research. **(10 Hours)**
- **UNIT IV- Application of Research Methods in Real-World Scenarios:** Research Application in Business Contexts: Applying advanced research methodologies to solve practical business problems, Ethical Challenges in Research: Identifying and addressing ethical dilemmas in research design, data collection, and reporting, Preparation of Scholarly Articles: Structuring research articles for academic publication, focusing on advanced research methodology and ethical standards, Grant Proposals and Research Reports: Writing comprehensive research reports and grant proposals, ensuring proper documentation of methods and ethical considerations. **(10 Hours)**
- **UNIT V- Advanced Research Reporting and Ethical Considerations:** Advanced Research Reporting Techniques: Writing and presenting research findings effectively to diverse audiences, including academic and industry stakeholders, Critical Evaluation of Research: Developing skills for critical appraisal and review of existing research literature, Ethical Considerations in Reporting: Discussing the ethical implications of publishing research, avoiding plagiarism, and ensuring transparency in reporting results, Final Research Project: Engaging students in a final research project where they apply

advanced research methods, analyze data, and present their findings in a comprehensive report. **(10 Hours)**

### **CASE/EXERCISES:**

- Behavioral Experiment (A),(B),(C) by Elena Reutskaja-  
<https://hbsp.harvard.edu/product/IES916-PDF-ENG>
- Focus Groups (A), (B) by Elena Reutskaja –  
<https://hbsp.harvard.edu/product/IES922-PDF-ENG>
- In-depth Interviews (A), (B) by Elena Reutskaja –  
<https://hbsp.harvard.edu/product/IES918-PDF-ENG>

### **RESEARCH PAPER READING:**

- Pereira, L. F. (2023). *Business research methods: systematic literature review*.
- International Journal of *Management Concepts and Philosophy*, 16(2), 145-159.

### **SUGGESTED READING:**

- Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). SAGE Publications.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate data analysis* (8th ed.). Cengage Learning.
- Babbie, E. R. (2020). *The practice of social research* (15th ed.). Cengage Learning.
- Saunders, M., Lewis, P., & Thornhill, A. (2019). *Research methods for business students* (8th ed.). Pearson Education.
- Bryman, A. (2016). *Social research methods* (5th ed.). Oxford University Press.
- Sekaran, U., & Bougie, R. (2020). *Research methods for business: A skill-building approach* (8th ed.). Wiley.
- Flick, U. (2018). *An introduction to qualitative research* (6th ed.). SAGE Publications.
- Neuman, W. L. (2014). *Social research methods: Qualitative and quantitative approaches* (7th ed.). Pearson Education.

<b>IV<sup>th</sup> Year</b>	<b>BBA (Hons with Research)</b>		<b>Semester-VII</b>		
	<b>(Code- .....)</b>				
	<b>RESEARCH INTERNSHIP REPORT &amp; VIVA-VOCE</b>		<b>L-0, T-0, P-4</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
	30	70	100	04	00

**Course Objectives:** To provide students with practical exposure to the research process. To develop skills in data collection, analysis, and interpretation. To encourage independent and collaborative research work. To prepare students for future academic research or research-driven careers.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>
<b>CO1</b>	Gain practical experience in conducting research, from problem identification to report writing.	<b>PO.1, PO.4, PO.5, PO.6</b>
<b>CO2</b>	Develop skills in data collection, statistical analysis, and interpretation of research findings.	<b>PO.1, PO.5, PO.6</b>
<b>CO3</b>	Enhance critical thinking, academic writing, and presentation abilities.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>
<b>CO4</b>	Understand the ethical considerations and professional standards in research environments.	<b>PO.1, PO.2, PO.3, PO.6</b>

### **RESEARCH INTERNSHIP REPORT:**

As part of the curriculum requirements for the 7th semester, each BBA student pursuing Honours with Research is required to undertake a research internship for 6-8 weeks on a relevant topic in academic institutions, research organizations, think tanks, or corporate R&D units. The purpose of this exercise is to promote independent research, practical application of theoretical concepts, and professional presentation skills. Each student will be allotted a faculty member as a research supervisor. The supervisor will guide the student throughout the research process and students are expected to regularly consult their supervisors and follow the research schedule set by the department. The viva-voce will be conducted by a panel of evaluators comprising internal and external faculty and each student will present their findings through a PowerPoint presentation during the evaluation of their report.

## SPECIALIZATION GROUPS (Semester-VII)

<b>FINANCIAL MANAGEMENT GROUP</b>	
	F1- Investment Analysis & Portfolio Management
	F2- Financial Planning
	F3- Business Analysis & Valuation
<b>MARKETING MANAGEMENT GROUP</b>	
	M1- Consumer Behaviour
	M2- B2B Marketing
	M3 – Marketing Analytics
<b>HUMAN RESOURCE MANAGEMENT GROUP</b>	
	H1- HRD- Systems & Strategies
	H2- Change Management & Organisational Development
	H3- Negotiation Skills
<b>RETAIL MARKETING GROUP</b>	
	R1- Retail Strategy
	R2- Retail Theory & Practices
	R3- Electronic Retailing
<b>INTERNATIONAL BUSINESS MANAGEMENT GROUP</b>	
	IB1- Supply Chain Analytics
	IB2- EXIM Policy & Documentation
	IB3- International Accounting & Reporting System
<b>BUSINESS ANALYTICS GROUP</b>	
	BA1- Ethics in Data Analytics
	BA2- Basics of Data Management
	BA3- Decision Making with Analytics

# **FINANCIAL MANAGEMENT GROUP**

<b>IV<sup>th</sup> Year</b>	<b>BBA (Hons with Research)</b>		<b>Semester-VII</b>		
	<b>(Code- .....)</b>				
	<b>INVESTMENT ANALYSIS &amp; PORTFOLIO MANAGEMENT</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The course aims to build knowledge about investments, their importance, and the difference from speculation, exposure about the financial markets, utility and securities. Making an understanding about Fundamental and Technical analysis & knowledge about importance of investing in a portfolio and its management

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Differentiate between financial securities as investment assets or speculative instruments.	<b>PO.1, PO.5</b>	<b>Remember, Understand</b>
<b>CO2</b>	Understand the structure, functions, and significance of various financial markets and instruments.	<b>PO.1, PO.2, PO.6</b>	<b>Remember, Understand</b>
<b>CO3</b>	Apply fundamental and technical analysis techniques to evaluate and select investment opportunities.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply</b>
<b>CO4</b>	Demonstrate knowledge of portfolio construction, diversification, and risk-return optimization.	<b>PO.1, PO.4, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO5</b>	Evaluate portfolio performance using established models and metrics such as CAPM, Sharpe Ratio, and Jensen's Alpha.	<b>PO.1, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>

## DETAILED SYLLABUS:

- **UNIT 1: Introduction to Investment:** Definition and Meaning of Investment; Objectives and Characteristics of Investments; Investment Process. Difference between Investment and Speculation, Understanding Investor Mindset and Risk Appetite. **(8 Hours)**
- **UNIT 2: Financial Markets and Investment Avenues:** Introduction to Financial Markets; Economic Utility of Financial Markets; Types of Financial Markets; Primary vs. Secondary Markets, Exchange vs. Over-the-Counter (OTC) Markets. Key Market Participants, Instruments in Debt Markets: Money Market Instruments, Bond Market Instruments, Instruments in Equity Markets: Shares and IPOs, Other Financial Markets: Foreign Exchange Market; Commodity Market, Gold Market, Derivatives Market. Overview of Investment Avenues: Equity, Debt, Deposits, Mutual Funds. Regulatory Bodies: Role and Functions of RBI and SEBI. **(10 Hours)**
- **UNIT 3: Fundamental Analysis:** Introduction to Fundamental Analysis; Macroeconomic Analysis: Domestic and Global Influences, Valuation Impacts of GDP, Inflation, Interest Rates, and Money Supply, Industry Analysis: Industry Life Cycle, Business Cycle, Company Analysis: Financial Statement Analysis, Equity and Debt Valuation Techniques. Challenges in Executing Fundamental Analysis. **(10 Hours)**
- **UNIT 4: Technical Analysis:** Introduction to Technical Analysis, Differences between Technical and Fundamental Analysis. Investor Behavior and Psychology. Chart Types: Line Charts, Candlestick Charts, Point & Figure Charts, Tools and Techniques: Dow Theory, Elliott Wave Theory. Chart Patterns: Trends, Flags, Cup and Handle, Triangles, Head & Shoulders. Indicators: Bollinger Bands, Simple Moving Averages, MACD, RSI, ROC. Challenges in Executing Technical Analysis. **(10 Hours)**
- **UNIT 5: Portfolio Management and Performance Evaluation:** Concept of Portfolio and Portfolio Management, Efficient Market Hypothesis (EMH), Risk and Return Concepts using CAPM. Diversification: Principles and Benefits, Types of Portfolio Management: Active vs. Passive Strategies, Asset Allocation Decision-Making, Markowitz Portfolio Theory (Modern Portfolio Theory). Portfolio Performance Evaluation: Sharpe Ratio, Treynor's Ratio, Jensen's Alpha. **(10 Hours)**

## SUGGESTED READING:

- Elton, E. J., Gruber, M. J., Brown, S. J., & Goetzmann, W. N. (2014). *Modern portfolio theory and investment analysis* (9th ed.). Wiley.
- Reilly, F. K., & Brown, K. C. (2012). *Analysis of investments and management of portfolios* (10th ed.). Cengage Learning.
- Chandra, P. (2017). *Investment analysis and portfolio management* (5th ed.). McGraw Hill Education.
- Kevin, S. (2015). *Security analysis and portfolio management* (2nd ed.). PHI Learning.
- Zvi, B., Kane, A., & Marcus, A. J. (2018). *Essentials of investments* (10th ed.). McGraw Hill Education.

<b>IV<sup>th</sup> Year</b>	<b>BBA (Honours with Research)</b>		<b>Semester-VII</b>		
	<b>(Code- F2.....)</b>				
	<b>FINANCIAL PLANNING</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** Analyse the impact of socio-economic and political factors on goal based financial planning and decisions. Understand the fundamental concepts and importance of financial planning and identify the steps involved in the financial planning process. Evaluate various types of investment products and assess their risk and return characteristics. Understand the importance of retirement savings to develop retirement planning options and strategies.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Describe the financial planning process, its importance, and key steps involved.	<b>PO.1, PO.5</b>	<b>Remember, Understand</b>
<b>CO2</b>	Apply risk assessment principles to design appropriate insurance plans tailored to individual needs.	<b>PO.1, PO.3, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO3</b>	Evaluate and compare various retirement schemes in alignment with personal financial positions and long-term goals.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO4</b>	Analyze different investment avenues to formulate goal-based investment strategies.	<b>PO.1, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO5</b>	Integrate budgeting, tax planning, and estate planning concepts into a comprehensive personal financial plan.	<b>PO.1, PO.3, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Financial Planning:** Definition, Need, and Scope of Financial Planning; Analysis of Social, Political, and Economic Environment; Understanding Psychological vs. Financial Needs (Real vs. Perceived); Identifying Financial Goals: Types and Significance, Concept and Benefits of Saving; Importance of Financial Discipline. Life Cycle Approach to Financial Planning, The Five Personalities; Five-Way Classification Model; Assessing Individual Risk-Taking Capacity. Risk-Return Analysis, Concept of Time Value of Money, Components of a Financial Plan. **(10 Hours)**
- **UNIT II- Budgeting, Cash Flow & Debt Management:** Steps in Financial Planning; Budgeting: Income and Expenditure Planning; Cash Flow Management; Debt Management Techniques. Types of Credit and Their Uses, Cost of Credit and Debt Payments-to-Disposable Income Ratio. Recognizing Signs of Over-Indebtedness, Importance and Impact of CIBIL Score; Financial Discipline in Credit Management. **(8 Hours)**
- **UNIT III- Investment Planning and Portfolio Building:** Investment: Meaning, Need, and Objectives, Investment vs. Speculation vs. Gambling, Principles of Successful Investing; Risk and Return Measurement Techniques. Overview and Characteristics of Popular Investment Avenues: Stocks, Bonds, Mutual Funds, ETFs, Gold/Silver, Real Estate, Commodities, Banking Products, ULIPs, Overseas Investments, Mapping Investments to Financial Goals. Diversification and Portfolio Construction, Cultural Perspectives Influencing Investment Behavior. **(10 Hours)**
- **UNIT IV- Retirement and Tax Planning:** Principles, Stages, and Steps in Retirement Planning; Retirement Schemes and Instruments: Employee Provident Fund (EPF), Public Provident Fund (PPF), Superannuation Fund, Gratuity, National Pension Scheme (NPS), Old Pension Scheme, Private Pension Plans. Introduction to Tax Planning and Its Importance, Tax-Saving Instruments (e.g., under Section 80C and Others), Linkage Between Tax and Retirement Planning, Cultural Perspectives on Retirement and Tax Planning. **(10 Hours)**
- **UNIT V- Insurance and Estate Planning with Practical Orientation:** Insurance Planning and Risk Management, Types of Risk Exposures and Strategic Insurance Solutions, Role of Insurance Companies in Advisor Selection, Estate Planning: Key Terminology and Process, Wealth Distribution Goals, Estate Planning Strategies, Practical Component: Preparation of a Personalized Financial Plan. Case-Based Analysis for a Person/Manager/Entrepreneur/CEO, Considerations: Current Expense Level, Future Needs, Retirement Goals, Contingency Funds, Time Value of Money. **(10 Hours)**

## SUGGESTED READING:

- Gitman, L. J., & Joehnk, M. D. (2013). Personal financial planning (13th ed.). South-Western College Pub. Amazon
- Keown, A. J. (2020). Personal finance: Turning money into wealth (8th ed.). Pearson.
- Kapoor, J. R., Dlabay, L. R., Hughes, R. J., & Hart, M. M. (2021). Focus on personal finance: An active approach to help you develop successful financial skills (7th ed.). McGraw-Hill Education.
- Sullivan, M. K. (2014). Financial planning: A practical approach. Wiley.
- Madura, J. (2016). Personal finance (6th ed.). Pearson.
- Indian Institute of Banking & Finance. (2017). Investment planning, tax planning and estate planning. Taxmann Publishing Pvt. Ltd.
- Indian Institute of Banking & Finance. (2017). Introduction to financial planning (4th ed.). Taxmann Publishing Pvt. Ltd.

<b>IV<sup>th</sup> Year</b>	<b>BBA (Honours with Research)</b>		<b>Semester-VII</b>		
	<b>(Code- F3.....)</b>				
	<b>BUSINESS ANALYSIS &amp; VALUATION</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** This course aims to help the student to understand the difference between DCF and Relative Valuation. Estimate operating cash flows and value the company using appropriate discount rates. Understand corporate restructuring events and their impact on valuation. Value a company relative to its peers by utilising the correct ratio.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Appreciate and distinguish between book value and market value in the context of business valuation.	<b>PO.1, PO.5</b>	<b>Remember, Understand</b>
<b>CO2</b>	Apply fundamental Discounted Cash Flow (DCF) and Relative Valuation techniques to assess a company's worth.	<b>PO.1, PO.4, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO3</b>	Analyze key financial components such as cash flows, growth assumptions, and risk factors involved in valuation.	<b>PO.1, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Evaluate the financial impact of corporate restructuring activities, including mergers, acquisitions, and bankruptcy.	<b>PO.1, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO5</b>	Identify and assess the limitations, assumptions, and practical challenges associated with various valuation methodologies.	<b>PO.1, PO.3, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Valuation:** Market Value vs Book Value, Valuation of Equity and Debt, Enterprise Valuation, Valuation Approaches: Discounted Cash Flow (DCF) vs Relative Valuation, Key Challenges in Valuation Methods. **(10 Hours)**
- **UNIT II- Discounted Cash Flow (DCF) Valuation – Concepts and Techniques:** FCFF vs FCFE Methods, Selection of Appropriate Discount Rates. Cost of Equity: Unlevered vs Levered Beta, Risk-Free Rate and Market Risk Premium. Cost of Debt: Credit Risk Premium, Risk-Free Rate, Appropriate Tax Rate, Assumptions for Growth, Challenges in DCF Application. **(10 Hours)**
- **UNIT III- Estimating and Forecasting Cash Flows:** Estimating Cash Flows, Impact of Non-Cash Expenses (e.g., Depreciation), Tax Considerations in Cash Flow Estimation. Forecasting Future Cash Flows, Perpetual Growth Rate and Terminal Value, Role of Comparable Companies in Forecasting. **(10 Hours)**
- **UNIT IV- Relative Valuation:** Common Valuation Multiples: P/E, P/B, EV/EBITDA, Evaluating and Selecting Comparable Companies, Challenges in Relative Valuation, Practical Exercises on Ratio-Based Valuation. **(8 Hours)**
- **UNIT V- Corporate Restructuring and Valuation Implications:** Concepts of Corporate Restructuring: Organic and Inorganic Growth, Bankruptcy and its Effect on Valuation. Impact on Cash Flows and Discount Rates, Premium for Control and Private Firm Valuation, Valuing Synergies: Revenue Growth vs Expense Reduction, Special Valuation Considerations in Restructuring. **(10 Hours)**

## SUGGESTED READING:

- Chandra, P. (2019). *Corporate valuation*. McGraw-Hill Education.
- Kishore, R. M. (2022). *Corporate valuation: Text and cases* (5th ed.). Taxmann Publications.
- Damodaran, A. (2020). *Investment valuation: Tools and techniques for determining the value of any asset* (3rd ed.). Wiley.
- Damodaran, A. (2009). *Damodaran on valuation: Security analysis for investment and corporate finance* (2nd ed.). Wiley.
- Hitchner, J. R. (2022). *Financial valuation: Applications and models* (5th ed.). Wiley.
- Fernandez, P. (2013). *Valuation and common sense* (3rd ed.). IESE Business School.
- Koller, T., Goedhart, M., & Wessels, D. (2020). *Valuation: Measuring and managing the value of companies* (7th ed.). McKinsey & Company Inc., Wiley.
- Penman, S. H. (2012). *Financial statement analysis and security valuation* (5th ed.). McGraw-Hill Education.

# **MARKETING MANAGEMENT GROUP**

<b>IV<sup>th</sup> Year</b>	<b>BBA (Honours with Research)</b>		<b>Semester-VII</b>		
	<b>(Code- M1.....)</b>				
	<b>CONSUMER BEHAVIOUR</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The course objective of Consumer Behaviour is to enable students to understand the behavior of consumers and how it influences marketing decisions. The course aims to provide students with a solid foundation in consumer behaviour theories and concepts. Students will learn about the psychological, social, and cultural factors that influence consumer decision-making processes.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the scope and importance of consumer behavior in market segmentation.	<b>PO.1, PO.2, PO.5</b>	<b>Remember, Understand</b>
<b>CO2</b>	Analyze individual factors affecting consumer behavior like motivation, perception, and attitudes.	<b>PO.1, PO.2, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Evaluate social and cultural influences on consumer decisions.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO4</b>	Examine the consumer decision-making process and organizational buying behavior.	<b>PO.1, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze,</b>
<b>CO5</b>	Measure consumer satisfaction, loyalty, and post-purchase behavior.	<b>PO.1, PO.2, PO.5</b>	<b>Remember, Understand, Apply, Analyze,</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction:** Defining Consumer Behaviour; Reasons for Studying Behaviour, Applying Consumer Behaviour Knowledge; Scope of Consumer Behaviour; Market Segmentation; Bases of Segmentation, Criteria for Effective Targeting of Market Segments. **(10 Hours)**
- **UNIT II- Consumer as an Individual:** Consumer Motivation; Consumer Involvement, Personality and Self- Concept; Perception, Consumer Learning and Memory, Attitudes and Changing Attitudes, information Processing. **(10 Hours)**
- **UNIT III- Consumer in Social and Cultural Settings:** Reference groups and family influences; Social class, cultural; sub cultural and cross cultural influences on consumer behaviour; personal influences and diffusion of innovation; Impact of Media and Globalisation. **(10 Hours)**
- **UNIT IV- Consumer Decision Process:** Problem recognition; search and evaluating; purchasing processes; post purchase behaviour; consumer behaviour models; consumerism; organizational buying behaviour. **(8 Hours)**
- **UNIT V- Consumer Satisfaction:** Measurement of consumer satisfaction and dissatisfaction, repeat buying, brand switching and loyalty, opinion leadership, complaining behaviour. **(10 Hours)**

## SUGGESTED READINGS

- Schiffman, L. G., & Kanuk, L. L. (2010). *Consumer behavior (10th ed.)*. Prentice Hall.
- Engel, J. F., Blackwell, R. D., & Miniard, P. W. (2012). *Consumer behavior (10th ed.)*. South-Western Cengage Learning.
- Zaltman, G., & Wallendorf, M. (2011). *Consumer behavior analysis*. Routledge.
- Mellott, D. W. (2016). *Consumer behavior (2nd ed.)*. Kendall Hunt Publishing Company.
- Loudon, D. L., & Della Bitta, A. J. (2016). *Consumer behavior: Concepts and applications (7th ed.)*. McGraw-Hill Education.
- Bennett, P. D. (2010). *Understanding and motivating health behaviors (1st ed.)*. McGraw-Hill Education.

<b>IV<sup>th</sup> Year</b>	<b>BBA (Honours with Research)</b>		<b>Semester-VII</b>		
	<b>(Code- M2.....)</b>				
	<b>B2B MARKETING</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The objective of this course is to provide students with a comprehensive understanding of business-to-business (B2B) marketing concepts and practices. It aims to equip students with the knowledge and skills to analyze organizational buying behavior, develop effective B2B marketing strategies, and apply segmentation, targeting, and positioning in industrial markets. The course also focuses on managing long-term customer relationships, key accounts, and navigating global B2B environments.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand core concepts and differences between B2B and B2C marketing.	<b>PO.1, PO.2</b>	<b>Remember, Understand</b>
<b>CO2</b>	Analyze organizational buying behavior and decision-making.	<b>PO.1, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Apply STP strategies in B2B contexts.	<b>PO.1, PO.2, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO4</b>	Design effective B2B marketing mix strategies.	<b>PO.1, PO.4, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO5</b>	Evaluate key B2B practices like KAM and global strategies.	<b>PO.1, PO.2, PO.3, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to B2B Marketing:** Definition and nature of B2B marketing, Differences between B2B and B2C marketing, Types of B2B customers: Manufacturers, Resellers, Government, Institutions, B2B marketing environment, Market structure and demand in B2B markets, The B2B buying process. **(10 Hours)**
- **UNIT II- Organizational Buying Behavior:** Types of buying situations: New task, Straight rebuy, Modified rebuy; The buying center: Roles and influences; Models of organizational buying behavior; Buyer-seller relationships and procurement strategies, E-procurement and B2B digital transformation. **(10 Hours)**
- **UNIT III- B2B Market Segmentation, Targeting, and Positioning:** Segmenting business markets: Demographic, Operating, Purchasing approach, Targeting and positioning strategies in B2B, B2B branding and value proposition, Relationship marketing and customer value management, CRM and its application in B2B markets. **(10 Hours)**
- **UNIT IV- B2B Marketing Mix:** Product and service strategies in B2B, Pricing strategies: Value-based, Cost-based, Competition-based pricing, B2B distribution channels: Direct and indirect, Channel design and management, Promotion in B2B: Personal selling, Trade shows, Digital marketing, Sales force management. **(10 Hours)**
- **UNIT V- Contemporary Issues in B2B Marketing:** Strategic alliances, Joint ventures, Global B2B marketing, Key Account Management (KAM), Ethics in B2B marketing, Industrial services marketing, Case studies and real-world applications. **(8 Hours)**

## SUGGESTED READING:

- Hutt, M. D., & Speh, T. W. (2022). *Business marketing management: B2B* (12th ed.). Cengage Learning.
- Anderson, J. C., Narus, J. A., & Narayandas, D. (2009). *Business market management: Understanding, creating, and delivering value* (3rd ed.). Pearson Education.
- Vitale, R. P., Giglierano, J. J., & Pfoertsch, W. (2011). *Business-to-business marketing: Analysis and practice in a dynamic environment*. Pearson Education.
- Brennan, R., Canning, L., & McDowell, R. (2020). *Business-to-business marketing* (5th ed.). SAGE Publications.
- Ross, B. (2020). *B2B marketing strategy: Differentiate, develop and deliver lasting customer engagement*. Kogan Page.
- Sharma, D. D. (2012). *Industrial marketing* (12th ed.). Himalaya Publishing House.
- Havaldar, K. K. (2021). *Industrial marketing: Text and cases* (5th ed.). McGraw-Hill Education.

<b>IV<sup>th</sup> Year</b>	<b>BBA (Honours with Research)</b>		<b>Semester-VII</b>		
	<b>(Code- M3.....)</b>				
	<b>MARKETING ANALYTICS</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The course aims to equip students with the knowledge and skills to apply various marketing analytics techniques, including descriptive, exploratory, and prescriptive data analytics, to make data-driven decisions. Students will learn to utilize tools like Excel/R/SPSS/Python for summarizing marketing data, conduct customer journey mapping, calculate customer lifetime value, perform RFM and churn analysis, and apply advanced methods such as cluster analysis, pricing analytics, and conjoint analysis to optimize marketing strategies.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Apply descriptive, exploratory, and prescriptive analytics for marketing decision-making.	<b>PO.1, PO.4, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO2</b>	Use Excel/R/SPSS tools like PivotTables and charts to analyze marketing data.	<b>PO.1, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Perform customer analytics using journey mapping, CLV, RFM, and churn analysis.	<b>PO.1, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Conduct customer segmentation with cluster analysis and interpret its insights.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply</b>
<b>CO5</b>	Evaluate pricing and product attributes using regression models and conjoint analysis.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Marketing Analytics:** Relevance and scope of marketing analytics, Types of data analytics: Descriptive, Exploratory, and Prescriptive, Importance of data-driven decision-making, Recent trends and applications in marketing analytics. **(10 Hours)**
- **UNIT II- Data Summarization and Visualization Techniques:** Summarizing marketing data using Excel/R/Python, PivotTables: Slicing and dicing data, Creating and interpreting charts and dashboards. Using functions to generate key marketing metrics. **(8 Hours)**
- **UNIT III- Customer Analytics and Journey Mapping:** Mapping customer journeys, Calculating Customer Lifetime Value (CLV), RFM (Recency, Frequency, Monetary) analysis. Customer churn analysis, Segmentation: Cluster analysis and its application, Process of segmentation analysis. **(10 Hours)**
- **UNIT IV- Pricing Analytics:** Pricing strategies and objectives, Types of bundling and its impact, Price skimming and related analytics, Measuring price elasticity using regression models. **(10 Hours)**
- **UNIT V- Product and Choice Modeling:** Product attribute analysis using Conjoint Analysis, Introduction to Logistic Regression for marketing decisions, Discrete Choice Analysis, Random Utility Theory and its application in marketing. **(10 Hours)**

## SUGGESTED READING:

- Gupta, S., & Jathar, A. (2021). *Marketing analytics*. Wiley India.
- Winston, W. L. (2014). *Marketing analytics: Data-driven techniques with Microsoft Excel*. Wiley India.
- Sorger, S. (2013). *Marketing analytics: Strategic models and metrics*. Atlantic Publishers & Distributors.
- Lilien, G. L., Rangaswamy, A., & De Bruyn, A. (2017). *Principles of marketing engineering and analytics* (3rd ed.). DecisionPro, Inc.
- Maity, M., & Gurazada, P. (2021). *Marketing analytics: For strategic decision-making*. Oxford University Press India.

<b>IV<sup>th</sup> Year</b>	<b>BBA (Honours with Research)</b>		<b>Semester-VII</b>		
	<b>(Code- H1.....)</b>				
	<b>HRD- SYSTEMS &amp; STRATEGIES</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** To develop basic understanding of the concept of human behavior and organization. To highlight the importance of OB in modern organizations. To understand individual and group behavior in the workplace to improve the effectiveness of an organization. To critically evaluate leadership styles and strategies.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the foundations of individual and group behavior in organizational contexts.	<b>PO.1, PO.2, PO.3</b>	<b>Remember, Understand</b>
<b>CO2</b>	Apply OB theories to real-life workplace situations and decision-making.	<b>PO.1, PO.4, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO3</b>	Analyze behavioral issues and identify gaps affecting organizational effectiveness.	<b>PO.1, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Promote positive organizational outcomes like motivation, commitment, and productivity.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand, Apply</b>
<b>CO5</b>	Foster a high-performance work culture using principles of organizational behavior.	<b>PO.1, PO.2, PO.3, PO.4</b>	<b>Remember, Understand, Apply</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Organizational Behavior:** Meaning and importance of Organizational Behavior (OB), Historical development of OB, Contributing disciplines to OB. Models of OB, Factors influencing individual and organizational behavior. (8 Hours)
- **UNIT II- Individual Behavior in Organizations:** Foundations of individual behavior, Personality: Determinants, Type A & B, Big Five model, stages of development. Attitude: Components and job-related attitudes. Learning: Concepts, theories, and reinforcement techniques. Perception: Process and influencing factors. Values: Terminal vs Instrumental. Motivation: Concept, importance, and theories (Early and Contemporary). Indian Thought: Swami Vivekananda's approach to personality and citizenship behavior. Pandit Deendayal Upadhyaya's Integral Humanism. (10 Hours)
- **UNIT III- Group and Team Dynamics:** Group and team development: Five-stage model, Groupthink and group shift, Indian perspective on group norms, Teams: Types, models, and theoretical frameworks, Virtual and e-teams, Managing diverse and gig economy teams, Employee engagement. Organizational justice: Types and importance, Diversity, Equity, and Inclusion (DEI). (10 Hours)
- **UNIT IV- Leadership and Power:** Leadership: Concepts, trait and behavioral theories (Ohio, Michigan), Contingency theories and inspirational styles (transformational, charismatic), Authentic, servant, and self-leadership, Nurturant-task leader (Indian model). Mentoring in leadership development, Power: Bases of power, Leadership and organizational culture, Cultural differences in leadership: Indian vs global perspectives. (10 Hours)
- **UNIT V- Organizational Culture and Dynamics:** Concept and elements of organizational culture, Impact of leadership on culture, Managing organizational change and development, Organizational politics and ethics. Emotional intelligence at workplace, Stress management in organizations. Workplace behavior: Citizenship behavior, absenteeism, turnover, and deviance. (10 Hours)

## SUGGESTED READING:

- Robbins, S. P., & Judge, T. A. (2023). *Organizational behavior* (19th ed.). Pearson Education.
- Luthans, F. (2021). *Organizational behavior: An evidence-based approach* (14th ed.). McGraw Hill Education.
- Rao, V. S. P. (2022). *Organizational behavior* (4th ed.). Himalaya Publishing House.
- Aswathappa, K. (2023). *Organizational behavior* (18th ed.). Himalaya Publishing House.
- Upadhyaya D (2016) *Integral humanism: An analysis of some basic elements*. Prabhat Prakashan, Delhi.

<b>IV<sup>th</sup> Year</b>	<b>BBA (Honours with Research)</b>		<b>Semester-VII</b>		
	<b>(Code- H2.....)</b>				
	<b>CHANGE MANAGEMENT &amp; ORGANISATIONAL DEVELOPMENT</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** Understand change management and need for the change in organizational settings. To sensitize students to Organizational Development and Change interventions & enable understanding and application of OD interventions and to understand the nature of Planned change.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Differentiate between Organizational Development (OD) and Change Management.	<b>PO.1, PO.2</b>	<b>Remember, Understand</b>
<b>CO2</b>	Apply various OD models to real-life organizational case scenarios.	<b>PO.1, PO.4, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO3</b>	Explain process interventions and techno-structural interventions used in OD.	<b>PO.1, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Evaluate the causes of resistance to change and strategies to effectively manage it.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO5</b>	Design appropriate change management strategies aligned with organizational vision and goals.	<b>PO.1, PO.2, PO.3, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply</b>

## DETAILED SYLLABUS:

- **UNIT I- Understanding Change and Its Drivers:** Why Change? Contemporary Issues in Change; What Changes? Purpose and Vision in Change, Change Communication Strategies, Resistance to Change. **(8 Hours)**
- **UNIT II- Introduction to Organizational Development (OD):** Introduction to OD, Difference between OD and Change, The Nature of Planned Change, Models of OD, Roots and History of Doing OD, When Should Organizations Use OD? **(10 Hours)**
- **UNIT III- Strategic and Transformational Change:** Strategic Change Interventions; Transformational Change, Continuous Change, Trans-organizational Change; Organization Development for Economic, Ecological, and Social Outcomes, Future Directions in Organization Development. **(10 Hours)**
- **UNIT IV- The OD Process and Methodology:** The Process of Organization Development, Entering and Contracting, Diagnosing. Collecting Data, Analyzing, and Feeding Back Diagnostic Information, Designing Interventions, Managing Change, Evaluating and Reinforcing OD Interventions. **(10 Hours)**
- **UNIT V- Organizational Interventions and Design Approaches:** Interpersonal and Group Process Approaches, Organization Process Approaches, Employee Involvement. Structural Design Interventions: Downsizing, Reengineering, Parallel Structures, Total Quality Management (TQM), High Involvement Organization, Work Design. **(10 Hours)**

## SUGGESTED READING:

- Palmer, I., Dunford, R., & Buchanan, D. A. (2022). *Managing organizational change: A multiple perspectives approach* (4th ed.). McGraw-Hill Education.
- Cummings, T. G., & Worley, C. G. (2023). *Organization development and change* (11th ed.). Cengage Learning.
- McLean, G. N. (2018). *Organization development: Principles, processes, performance*. Pearson Education.

## PRACTICAL EXERCISES

- Kotter, J. P., & Rathgeber, H. (2016). *Our iceberg is melting: Changing and succeeding under any conditions* (10th anniversary ed.). Penguin Random House.
- Heath, C., & Heath, D. (2010). *Switch: How to change things when change is hard*. Broadway Books.

<b>IV<sup>th</sup> Year</b>	<b>BBA (Honours with Research)</b>		<b>Semester-VII</b>		
	<b>(Code- H3.....)</b>				
	<b>NEGOTIATION SKILLS</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** Negotiation skills is a course which will make day to day negotiations easy to handle. Be it a leader or upcoming manager, negotiation process and psychology of negotiations is important. It will help students understand the negotiation process, sensitize students to the psychology of negotiations, understand the win-win negotiation skills, learn about the biases in psychology which influence Negotiation process.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Analyze effective negotiation tactics applicable in team settings.	<b>PO.1, PO.3, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO2</b>	Identify and evaluate common cognitive and emotional biases that affect negotiation outcomes.	<b>PO.1, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO3</b>	Understand the fundamentals of neuroscience in negotiation to foster win-win solutions within teams.	<b>PO.1, PO.3, PO.4, PO.5</b>	<b>Remember, Understand</b>
<b>CO4</b>	Apply negotiation strategies in both personal and professional environments to enhance collaboration.	<b>PO.1, PO.2, PO.3, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply</b>
<b>CO5</b>	Develop essential team-building and conflict-resolution skills to strengthen organizational performance.	<b>PO.1, PO.2, PO.3, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>

## DETAILED SYLLABUS:

- **UNIT I- Negotiation Booster Primer – Part 1:** BATNA and ZOPA: Foundations of Negotiation; Ego-tiation is the New Negotiation, Prime Yourself for Success, Opening Offer: The Anchoring Effect, Alternatives: “We Won the Lottery!” Managing Perception to Win in Negotiation, The Three-Dimensional (3D) Perception Model, Impression Management. **(8 Hours)**
- **UNIT II- Negotiation Booster Primer – Part 2:** The Attribution Trap, Profiling: Do Not Use a Gun for a Mosquito; Choosing the Right Strategy, Impacting Behavior: The Feel–Think–Act Trio. Listening Skills: The Ego Whisperer, Two-Dimensional Listening, Creating a Bond: Tell Me a Story. Beyond Mars and Venus: Gender and Negotiations, The Impact of Culture on Negotiation, Virtual Negotiations, Negotiation as a Mirror, Negotiation Booster Summary. **(10 Hours)**
- **UNIT III- Psychology and Neuroscience of Negotiations:** When Rationality Fails: Cognitive Biases of the Mind, Emotional Biases: Biases of the Heart, Negotiating Rationally in an Irrational World, The Neuroscience of Negotiation: How the Brain Influences Outcomes. **(10 Hours)**
- **UNIT IV- Negotiating in the Real World:** Blind Spots in Negotiation, Confronting Lies and Deception, Recognizing and Resolving Ethical Dilemmas, Negotiating from a Position of Weakness, When Negotiations Get Ugly, Knowing When Not to Negotiate. **(10 Hours)**
- **UNIT V- Negotiation Booster Sealer – Case-Based Learning:** Case 1: The Redline Documents Power Struggle. Case 2: What Lies Beneath the Iceberg Tip. Case 3: Labels Are a Self-Fulfilling Prophecy. Case 4: Do Not Split the Cake – Bake a Bigger One. Case 5: There Is Always an Alternative. Case 6: Communicate to Win. **(10 Hours)**

## SUGGESTED READING:

- Jagodzinski, K. (2021). *Negotiation booster: The ultimate self-empowerment guide to high-impact negotiations*. Business Expert Press.
- Malhotra, D., & Bazerman, M. H. (2008). *Negotiation genius: How to overcome obstacles and achieve brilliant results at the bargaining table and beyond*. Bantam Dell.
- Harvard Business School Press. (2004). *Winning negotiations that preserve relationships*. Harvard Business Press.
- Schatzki, M. (2018). *Negotiating with winning words: Dialogue and skills to help you come out ahead in any business negotiation*. Business Expert Press.

## SUPPLEMENTARY READING

- Willard, C. (2024, January 30). *The neuroscience of negotiation: An introduction to leveraging neuroscience to communicate more effectively*. Psychology Today.

# **RETAIL MARKETING GROUP**

<b>IV<sup>th</sup> Year</b>	<b>BBA (Honours with Research)</b>		<b>Semester-VII</b>		
	<b>(Code- R1.....)</b>				
	<b>RETAIL STRATEGY</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** This course aims to equip students with comprehensive knowledge and skills in retail strategy formulation and implementation. Students will learn to develop vision and mission statements, differentiate store strategies, conduct retail surveys, and apply qualitative research methods to understand consumer behavior and market dynamics.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Develop effective vision and mission statements for retail businesses.	<b>PO.1, PO.2, PO.4</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO2</b>	Implement differentiation strategies to enhance retail growth and expansion.	<b>PO.1, PO.4, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO3</b>	Analyze consumer buying behavior and demographics to tailor marketing strategies.	<b>PO.1, PO.2, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Formulate retail market strategies focusing on customer needs and preferences.	<b>PO.1, PO.2, PO.4, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO5</b>	Apply financial strategies using the Strategic Profit Model to assess and improve retail performance.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction:** Developing vision, mission, Store Differentiating Strategies, Retail Growth and Expansion strategies. Retail surveys, qualitative research, research design, Developing a methodology, Shopper observations, retail audits. **(8 Hours)**
- **UNIT II- Understanding the Retail Customer I:** The Market Structure of Buying Population, Nature of Buying Behavior, Consumer Markets Population Analysis, Demographic Analysis, Consumer Buying Behavior, Buying Considerations, Product Tangibility, Goods Services, Product Durability, Durables, Non-Durables, Product Availability, Convenience Products, Shopping Products, Specialty Products, Understanding the Retail Customer II Buying Situations, Consumer Population, Consumer Requirements, Consumer Potential, Ability to Buy, Willingness to buy, Authority to Buy, Buying Centers, Buying Influences, Psychological factors, Motivation, Perception, Learning, Attitudes, Personal Factors, Personality, Self-concept, Life Styles, Life Cycle, Social Factors, Family, Reference groups, Social Class, Culture, Buying Process, Problem Recognition, Information Search, Alternative Evaluation, Purchase Decision, Post Purchase Evaluation, Buying Scenes. **(10 Hours)**
- **UNIT III- Retail Market Strategy:** Store Positioning, Retail Marketing Mix, Definition of retail Market Strategy, Focus on the Customer, nature of Strategic Planning, Preplanning: Assessing the Firms situation, SWOT, Mission, Goals and objectives, Budget implementation and control. **(10 Hours)**
- **UNIT IV- Financial Strategy:** Strategic Profit Model, An Overview, The Income Statement, Net Sales, Gross Margins, Expenses, Net Profit, The Balance Sheet, Current Assets, Accounts Receivable, Merchandise Inventory, Cash and other Current Assets, Current Assets cycle, Fixed Assets, Asset Turn Over, Liabilities and Owners Equity, Strategic Resource Management Model, Return on Assets, Recap of Strategic Profit Model, Setting Performance Objectives Top down Vs Bottom Up Process, Accountability, Performance measure, Types of Measures. **(10 Hours)**
- **UNIT V- Retail Research:** Retail surveys, qualitative research, research design, Developing a methodology, Shopper observations, retail audits. **(10 Hours)**

## SUGGESTED READING:

- Barry Berman & Joel R Evans, *Retailing Management, A Strategic Approach* – Macmillan Publishing Company, 4th Edition, 1989.
- James R Ogden & Denise T Ogden, BiZstantra, *Integrated Retail Management, Indian Adoption*, New Delhi, 2005.
- Michael Levy & Bartan A Weity, *Retailing Management* Tata McGraw Hill Publishing Company Ltd., 5th Edition, 2003.
- William R Davidson, Daniel R Sweency and Ronold W Stampfel; *Retailing Management*, John Wiley & Sons, 6th Edition, 1988.

<b>IV<sup>th</sup> Year</b>	<b>BBA (Honours with Research)</b>		<b>Semester-VII</b>		
	<b>(Code- R2.....)</b>				
	<b>RETAIL THEORY &amp; PRACTICES</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The objective of teaching Retail Theory & Practices is to equip students with a foundational understanding of the retail industry, including its formats, operations, consumer behavior, and marketing strategies. The course aims to develop practical skills for managing retail businesses effectively while addressing current trends, technological advancements, and challenges in both traditional and modern retail environments.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the fundamental concepts, formats, and functions of the retail industry.	<b>PO.1, PO.2</b>	<b>Remember, Understand</b>
<b>CO2</b>	Analyze consumer behavior and its impact on retail strategies.	<b>PO.1, PO.2, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Apply principles of store location, layout design, and visual merchandising.	<b>PO.1, PO.4, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO4</b>	Evaluate retail operations, including supply chain, inventory, and pricing strategies.	<b>PO.1, PO.4, PO.5</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO5</b>	Examine emerging trends and technologies shaping the future of retail.	<b>PO.1, PO.2, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Retailing:** Meaning, nature, scope, and evolution of retailing, Types of retailers: Store-based and non-store-based retailing, Retailing in India and Global retail scenario, Retail formats: Department stores, supermarkets, specialty stores, e-retailing, Role of retailing in the economy, Trends and challenges in modern retail. **(8 Hours)**
- **UNIT II- Retail Consumer Behavior:** Understanding the retail customer, Factors influencing consumer buying behavior, Buying decision process in retail, Customer relationship management (CRM) in retail, Retail market segmentation and targeting, Retail loyalty programs and consumer engagement. **(10 Hours)**
- **UNIT III- Retail Location & Layout Strategy:** Importance of store location and site selection, Types of retail locations (mall, high street, standalone, etc.), Store design and layout planning, Visual merchandising and atmospherics, Space management and planogramming, Traffic flow and consumer behavior in-store. **(10 Hours)**
- **UNIT IV- Retail Operations and Supply Chain Management:** Retail supply chain and logistics, Inventory management and control systems, Merchandising planning and category management, Retail pricing strategies and markups, Retail technology: POS, RFID, e-commerce integration, Retail performance metrics and KPIs. **(10 Hours)**
- **UNIT V- Retail Marketing & Future of Retail:** Retail promotional strategies: Advertising, sales promotions, digital marketing, Role of social media and influencer marketing in retail, Omnichannel retailing and customer experience, Ethical and legal issues in retail, Sustainable retail practices, Emerging trends: AI in retail, personalized shopping, and experiential retail. **(10 Hours)**

## SUGGESTED READING:

- Berman, B., & Evans, J. R. (2018). *Retail management: A strategic approach* (13th ed.). Pearson Education.
- Levy, M., Weitz, B. A., & Grewal, D. (2019). *Retailing management* (10th ed.). McGraw-Hill Education.
- Pradhan, S. (2021). *Retailing management: Text and cases* (5th ed.). McGraw-Hill Education India.
- Newman, A. J., & Cullen, P. (2002). *Retailing: Environment and operations*. Cengage Learning EMEA.
- Bajaj, C., Tuli, R., & Srivastava, N. V. (2005). *Retail management*. Oxford University Press.

<b>IV<sup>th</sup> Year</b>	<b>BBA (Honours with Research)</b>		<b>Semester-VII</b>		
	<b>(Code- R3.....)</b>				
	<b>ELECTRONIC RETAILING</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The objective of this course is to equip students with a comprehensive understanding of the concepts, strategies, technologies, and trends in electronic retailing. It aims to develop their ability to analyze digital consumer behavior, design effective e-retail models, and apply technological tools to manage online retail operations efficiently. The course also emphasizes ethical, legal, and future considerations essential for success in the evolving e-retail landscape.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand key concepts and evolution of electronic retailing.	<b>PO.1, PO.2, PO.6</b>	<b>Remember, Understand</b>
<b>CO2</b>	Analyze e-retail models and digital business strategies.	<b>PO.1, PO.2, PO.5,</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Evaluate online consumer behavior and loyalty techniques.	<b>PO.1, PO.5</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO4</b>	Apply digital tools for effective e-retail operations.	<b>PO.1, PO.4, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO5</b>	Identify legal, ethical, and future trends in e-retailing.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Electronic Retailing:** Definition and scope of e-retailing, Evolution and growth of electronic retailing, Differences between traditional and electronic retailing, Advantages and limitations of e-retailing, Key trends and technologies in e-retailing, Overview of major global and Indian e-retailers. **(8 Hours)**
- **UNIT II- E-Retailing Business Models & Strategies:** Types of e-retailing business models: B2C, B2B, C2C, C2B, Revenue models in e-retailing, Multichannel and omnichannel strategies. E-retailing logistics and supply chain, E-retail branding and positioning, Startups and innovations in e-retailing. **(10 Hours)**
- **UNIT III- E-Retail Consumer Behavior:** Understanding the online customer journey, Consumer decision-making process in e-retailing, Factors influencing online buying behavior. Online trust and consumer perceptions, Personalization and customer experience management, Managing customer loyalty in digital retail. **(10 Hours)**
- **UNIT IV- Technology and Infrastructure in E-Retailing:** Role of IT and e-commerce platforms (Shopify, Magento, WooCommerce, etc.), Website design, usability, and digital store layout, Payment systems and digital wallets, Security issues in e-retailing (encryption, authentication, fraud), Mobile commerce (m-commerce) and app-based retailing, Role of AI, big data, and analytics in e-retailing. **(10 Hours)**
- **UNIT V- Legal, Ethical & Future Trends in E-Retailing:** Legal and ethical issues in e-retailing, Data privacy and consumer protection laws, Regulatory environment for e-retailers in India and abroad, Environmental impact of e-retailing, Future of electronic retailing: AR/VR, blockchain, metaverse. Case studies of successful and failed e-retail ventures. **(10 Hours)**

## SUGGESTED READING:

- Laudon, K. C., & Traver, C. G. (2023). *E-commerce 2023: Business, technology and society* (18th ed.). Pearson.
- Chaffey, D. (2022). *Digital business and e-commerce management* (7th ed.). Pearson Education.
- Rayport, J. F., & Jaworski, B. J. (2004). *Introduction to e-commerce* (2nd ed.). McGraw-Hill Education.
- Saini, A. (2015). *E-commerce: Concepts, models and strategies*. IK International Publishing House.
- Turban, E., King, D., Lee, J. K., Liang, T. P., & Turban, D. C. (2018). *Electronic commerce 2018: A managerial and social networks perspective* (9th ed.). Springer.

# **INTERNATIONAL BUSINESS MANAGEMENT GROUP**

<b>IV<sup>th</sup> Year</b>	<b>BBA (Honours with Research)</b>		<b>Semester-VII</b>		
	<b>(Code- IB1.....)</b>				
	<b>SUPPLY CHAIN ANALYTICS</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The objective of this subject is to provide students with an understanding of how data analytics can enhance supply chain efficiency and decision-making. It aims to develop skills in forecasting, inventory management, and network optimization using analytical tools. The course also explores emerging technologies like AI, machine learning, and real-time data in supply chain operations.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the role of analytics in supply chain management.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand</b>
<b>CO2</b>	Understand the global supply chain operations.	<b>PO.1, PO.2, PO.3, PO.5, PO.6</b>	<b>Remember, Understand</b>
<b>CO3</b>	Analyze procurement and logistics operations using analytical tools.	<b>PO.1, PO.5</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Design and optimize supply chain networks with data-driven insights.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO5</b>	Explore advanced technologies and tools shaping modern supply chain analytics.	<b>PO.1, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Supply Chain Analytics:** Overview of supply chain management (SCM), Role of analytics in supply chain decision-making, Descriptive, Predictive, and Prescriptive analytics, Importance of data in supply chains, KPIs and performance metrics, KChallenges in implementing supply chain analytics. **(8 Hours)**
- **UNIT II- Understanding Global Supply Chain Operations:** Insight into global trade and supply chains, expertise in emerging markets and global, supply chains, and knowledge of integrating global supply chain functions. Strategic benefits of the global supply, chain. Supply Chain Drivers (Inventory, Transportation, Information, Sourcing, Facilities, Pricing). Supply Chain Efficiency Vs. Responsiveness and the trade-off. **(10 Hours)**
- **UNIT III- Sourcing, Procurement, and Logistics Analytics:** Supplier selection and evaluation using analytics, Spend analysis and procurement dashboards, Logistics and transportation modeling, Route optimization and network analysis, Freight cost analysis and delivery performance metrics. **(10 Hours)**
- **UNIT IV- Data-Driven Supply Chain Design:** Simulation in supply chains, Network design optimization, Linear programming and decision models. Warehouse layout and distribution planning, Scenario planning and what-if analysis. **(10 Hours)**
- **UNIT V- Advanced Tools and Emerging Trends:** Role of AI and machine learning in SCM, Use of R, Python, Power BI, and Tableau in supply chain analytics, Blockchain and real-time data tracking, Sustainability analytics and green supply chain, Case studies and real-world analytics applications. **(10 Hours)**

## SUGGESTED READING:

- Chopra, S., & Meindl, P. (2022). *Supply chain management: Strategy, planning, and operation* (7th ed.). Pearson.
- Sahay, B. S. (2018). *Supply chain management for global competitiveness* (3rd ed.). Macmillan Publishers India.
- Jacobs, F. R., & Chase, R. B. (2021). *Operations and supply chain management* (16th ed.). McGraw-Hill Education.
- Waller, M. A., & Fawcett, S. E. (2013). *Data science, predictive analytics, and big data: A revolution that will transform supply chain design and management. Journal of Business Logistics*, 34(2), 77–84.
- Choi, T. M. (Ed.). (2021). *Innovative approaches in logistics and supply chain management*. Springer.

<b>IV<sup>th</sup> Year</b>	<b>BBA (Honours with Research)</b>		<b>Semester-VII</b>		
	<b>(Code- IB2.....)</b>				
	<b>EXIM POLICY &amp; DOCUMENTATION</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** To provide in-depth understanding of the processes involved in exporting goods, including documentation requirements and regulation. Students will learn how to navigate through export procedure, comply with legal requirements, and effectively manage export transactions.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the fundamentals of export-import regulations and procedures.	<b>PO.1, PO.2, PO.5, PO.6</b>	<b>Remember, Understand</b>
<b>CO2</b>	Identify and interpret key documents required in the export-import process.	<b>PO.1, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO3</b>	Analyze the importance of institutional and infrastructural support in foreign trade.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Evaluate various export financing methods and their role in trade operations.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO5</b>	Develop effective strategies to manage export-import transactions efficiently.	<b>PO.1, PO.2, PO.3, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Foreign Trade and Export Business:** Role of exports and imports in economic development; Composition and trends in India's foreign trade; Theories of international trade- Classical & Modern theories; Features and rationale of export business; Essentials for starting an export business. **(8 Hours)**
- **UNIT II- Export Documentation and Procedure:** Registration of exporters, Export documentation: Principal, auxiliary, and regulatory documents, Commercial invoice, consular invoice, customs invoice. Packing list, certificate of inspection, certificate of origin. Bill of lading, GR form, SDF form, PP form, shipping bill, Air bill/air consignment note, general excise clearance, Custom clearance process. Insurance cover in exports. Role of ECGC, Quality control and pre-shipment inspection, Harmonized System (HS) of classification and coding; Application of Electronic Data Interchange (EDI). **(10 Hours)**
- **UNIT III- Institutional Framework for Export Promotion:** Export Promotion Council (EPC), Export Promotion Zone (EPZ) and Special Economic Zone (SEZ); Federation of Indian Export Organisations (FIEO); Agricultural & Processed Food Products Export Development Authority (APEDA), Role of Directorate General of Foreign Trade (DGFT), Categorization and recognition of export houses. **(10 Hours)**
- **UNIT IV- Export Financing and Payment Mechanisms:** Pre-shipment and post-shipment finance; Role and services of EXIM Bank, Modes of international payment: Cash-in-advance, Letters of Credit (types and nature), Documentary collections, Open account and consignment. Bills of exchange, Export pricing strategies, Introduction to INCOTERMS 2020. **(10 Hours)**
- **UNIT V- Import Procedures and Documentation:** Import licensing and restrictions, Import documentation and compliance, Import finance and credit terms. Role of customs authorities in imports, Foreign trade policy provisions for importers. WTO regulations and India's import policy, Current trends and challenges in India's import management. **(10 Hours)**

## SUGGESTED READING:

- Singh, D., & Gautam, A. (2022). *Export management*. Himalaya Publishing House.
- Nabhi's Board of Editors. (2021). *Export manual*. Nabhi Publications.
- Cateora, P. R., & Gilly, M. C., & Graham, J. L. (2020). *International marketing* (18th ed.). McGraw-Hill Education.
- Ministry of Commerce, Government of India. (2023). *Handbook of export-import procedures*. Government of India Publication.
- Sudha, P., & Pradeep, V. (2023). *A study on export documentation and clearance process at logistics company*. Central Asian Journal of Innovations on Tourism Management and Finance, 4(10), 165–182.
- Kahiya, E. T., & Dean, D. L. (2016). *Export stages and export barriers: Revisiting traditional export development*. Thunderbird International Business Review, 58(1), 75–89. <https://doi.org/10.1002/tie.21729>.

<b>IV<sup>th</sup> Year</b>	<b>BBA (Honours with Research)</b>		<b>Semester-VII</b>		
	<b>(Code- IB3.....)</b>				
	<b>INTERNATIONAL ACCOUNTING &amp; REPORTING SYSTEM</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The course aims to provide students with a comprehensive understanding of international accounting standards and reporting systems, equipping them with the knowledge and skills necessary to navigate the complexities of global financial reporting.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Recall the objectives and functions of international accounting standard-setting bodies like IASB and IASC	<b>PO.1, PO.5, PO.6</b>	<b>Remember</b>
<b>CO2</b>	Understand the challenges and obstacles in achieving harmonization and convergence in global accounting standards.	<b>PO.1, PO.2, PO.5, PO.6</b>	<b>Remember, Understand</b>
<b>CO3</b>	Apply IFRS principles to prepare financial statements and analyze differences in accounting practices across regions like Europe, USA, and Asia.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Evaluate the effectiveness of international accounting bodies in fulfilling their goals.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO5</b>	Develop strategies to handle ethical dilemmas in international accounting by critically assessing global reporting practices.	<b>PO.1, PO.2, PO.3, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Global Accounting Standards:** Meaning, need, and benefits of accounting standards, Types of accounting standards: IFRS and GAAP. Concept of harmonization and convergence in accounting, Challenges in achieving harmonization, Role of international accounting bodies (IASC). **(10 Hours)**
- **UNIT II- Accounting Standard Setting Bodies:** Objectives, composition, and functioning of IASC (International Accounting Standards Committee), International Accounting Standard Board (IASB): Creation, organizational structure, Key standards issued by IASB, Enforcement powers and achievements of IASB, Overview of IAS-1: Presentation of Financial Statements. **(10 Hours)**
- **UNIT III- International Financial Reporting Standards (IFRS):** Overview and main features of IFRS, Objectives and benefits of adopting IFRS, Comparison between IFRS and Indian GAAP. Introduction to Fair Value Accounting (FVA), IFRS in Public Sector Reporting. **(8 Hours)**
- **UNIT IV- Global Accounting Practices and Reporting:** Comparative accounting standards and practices in Europe, USA, and Asia, Financial reporting requirements across regions, Disclosure practices and transparency in global financial markets. **(10 Hours)**
- **UNIT V- Financial Institutions and Ethical Dimensions:** Financial reporting practices of major central banks: Federal Reserve Bank (USA), European Central Bank, Reserve Bank of India (RBI), Ethical considerations in international accounting, Role of corporate governance and ethics in global reporting. **(10 Hours)**

## SUGGESTED READING:

- Evans, T. G., Taylor, M. E., & Holzman, O. *International accounting and reporting*.
- Gautam, A., Jaiswal, T., & Keshari, A. *International financial management*. PHI Learning.
- Choi, F. D. S., & Mueller, G. G. (1992). *International accounting* (2nd ed.). Prentice Hall.
- Holt, P. E. (n.d.). *International accounting*. Dame Publications.
- Radebaugh, L. H., Gray, S. J., & Black, E. L. (2006). *International accounting and multinational enterprises* (6th ed.). Wiley.

## READINGS:

- Mulenga, M. J. (2016). *International financial reporting standards' adoption and value relevance of accounting information: A brief literature review*. *International Journal of Economics, Commerce and Management United Kingdom*, 4(6), 814-833.
- Soderstrom, N. S., & Sun, K. J. (2007). *IFRS adoption and accounting quality: a review*. *European accounting review*, 16(4), 675-702.
- Ball, R. (2006). *International Financial Reporting Standards (IFRS): pros and cons for investors*. *Accounting and business research*, 36(sup1), 5-27.
- Barth, M. E., Landsman, W. R., & Lang, M. H. (2008). *International accounting standards and accounting quality*. *Journal of accounting research*, 46(3), 467-498.

# **BUSINESS ANALYTICS GROUP**

<b>IV<sup>th</sup> Year</b>	<b>BBA (Honours with Research)</b>		<b>Semester-VII</b>		
	<b>(Code- BA1.....)</b>				
	<b>ETHICS IN DATA ANALYTICS</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** The course aims to provide learners with an understanding of ethical challenges in data collection, analysis, and application. It promotes responsible data handling, fairness in AI systems, and compliance with global data privacy laws. Students will explore ethical frameworks, laws, and real-world cases to make informed and principled decisions in data analytics.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the fundamental ethical principles related to data privacy, security, and integrity.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand</b>
<b>CO2</b>	Analyze the impact of algorithmic bias and ethical concerns in AI-driven decision-making.	<b>PO.1, PO.2, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO3</b>	Apply data ethics frameworks and legal compliance standards such as GDPR and CCPA.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply</b>
<b>CO4</b>	Evaluate real-world ethical dilemmas in data analytics using global case studies.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO5</b>	Develop ethical strategies and governance models to ensure fairness, accountability, and transparency in analytics.	<b>PO.1, PO.2, PO.3, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>

## DETAILED SYLLABUS:

- **UNIT I- Foundations of Data Ethics:** Introduction to Ethics and Data Analytics, Importance of ethical considerations in data handling, Ethical principles: Responsibility, Fairness, Transparency, and Accountability, Privacy vs. Data Utility, Frameworks for ethical decision-making in data analytics. **(8 Hours)**
- **UNIT II- Data Privacy and Confidentiality:** Personal data and sensitive information, Data Protection Laws: GDPR, CCPA, and Indian data protection framework, Informed Consent and User Rights. Data anonymization and de-identification techniques, Ethical issues in data sharing and data brokerage. **(10 Hours)**
- **UNIT III- Bias, Discrimination & Fairness in Analytics:** Understanding algorithmic bias, Sources of bias in data collection, preparation, and model building, Discrimination in AI and Machine Learning, Strategies to mitigate bias and ensure fairness, Case studies on algorithmic discrimination. **(10 Hours)**
- **UNIT IV- Ethical Challenges in Emerging Technologies:** Ethics in AI, Machine Learning, and Big Data, Surveillance and ethical implications, Predictive analytics in healthcare, finance, and employment; Deepfakes, misinformation, and digital manipulation, Ethics of automated decision-making systems. **(10 Hours)**
- **UNIT V- Governance, Accountability & Best Practices:** Data governance and ethical stewardship, Role of data ethics officers and ethics committees, Auditing and impact assessments for data projects, Codes of ethics for data professionals, Case studies and global best practices in ethical data analytics. **(10 Hours)**

## SUGGESTED READING:

- O'Neil, C. (2016). *Weapons of math destruction: How big data increases inequality and threatens democracy*. Crown Publishing Group.
- Richards, N. M., & King, J. H. (2014). *Big data ethics*. *Wake Forest Law Review*, 49(2), 393–432.
- Danks, D., & London, A. J. (2017). *Algorithmic bias in autonomous systems*. In *IJCAI* (Vol. 17, pp. 4691–4697).
- Zwitter, A. (2014). *Big data ethics*. *Big Data & Society*, 1(2). <https://doi.org/10.1177/2053951714559253>.
- Mittelstadt, B. D., Allo, P., Taddeo, M., Wachter, S., & Floridi, L. (2016). *The ethics of algorithms: Mapping the debate*. *Big Data & Society*, 3(2). <https://doi.org/10.1177/2053951716679679>
- Floridi, L. (2013). *The ethics of information*. Oxford University Press.

<b>IV<sup>th</sup> Year</b>	<b>BBA (Honours with Research)</b>		<b>Semester-VII</b>		
	<b>(Code- BA2.....)</b>				
	<b>BASICS OF DATA MANAGEMENT</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** This course aims to provide foundational knowledge of data management principles, tools, and techniques. It equips students with essential skills to manage, organize, secure, and utilize data effectively for strategic decision-making across various domains.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand core concepts of data management and the data lifecycle.	<b>PO.1, PO.5, PO.6</b>	<b>Remember</b>
<b>CO2</b>	Apply data modeling techniques and manage relational databases using basic SQL.	<b>PO.1, PO.5</b>	<b>Remember, Understand, Apply</b>
<b>CO3</b>	Analyze storage structures and data retrieval methods for efficient access.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Evaluate data quality, security, and governance principles.	<b>PO.1, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO5</b>	Explore real-world applications and emerging trends in data management.	<b>PO.1, PO.2, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Data Management:** Definition and importance of data; Types of data: Structured, semi-structured, unstructured. Data lifecycle and data management processes, Role of data in decision-making, Data vs. Information vs. Knowledge. (10 Hours)
- **UNIT II- Database Concepts and Data Models:** Introduction to databases and DBMS, Types of databases: Relational, NoSQL, Distributed. Data modeling: ER models and relational models, Normalization: Concepts and forms, Overview of SQL and basic queries. (10 Hours)
- **UNIT III- Data Storage and Retrieval:** Data storage concepts: Files, blocks, records, Indexing, hashing, and data retrieval methods, Backup and recovery techniques, Cloud data storage and management, Big Data basics and Hadoop ecosystem (overview). (8 Hours)
- **UNIT IV- Data Governance, Quality & Security:** Data governance framework and policies, Dimensions of data quality: Accuracy, completeness, consistency, Data validation and cleaning techniques, Basics of data security and privacy, Regulatory compliance: GDPR, HIPAA, etc. (10 Hours)
- **UNIT V- Applications of Data Management:** Business Intelligence (BI) and analytics, Role of data in CRM, ERP, and SCM. Introduction to Master Data Management (MDM). Case studies in data management (e.g., retail, healthcare, finance), Future trends: AI integration and automation in data management. (10 Hours)

## SUGGESTED READING:

- Coronel, C., & Morris, S. (2019). *Database systems: Design, implementation, & management* (13th ed.). Cengage Learning.
- Rob, P., & Coronel, C. (2007). *Data management: Databases and organizations* (5th ed.). Cengage Learning.
- Loshin, D. (2010). *Master data management*. Morgan Kaufmann.
- Briney, K. (2015). *Data management for researchers: Organize, maintain and share your data for research success*. Pelagic Publishing.
- Redman, T. C. (2013). *Data driven: Profiting from your most important business asset*. Harvard Business Press.

<b>IV<sup>th</sup> Year</b>	<b>BBA (Honours with Research)</b>		<b>Semester-VII</b>		
	<b>(Code- BA3.....)</b>				
	<b>DECISION MAKING WITH ANALYTICS</b>		<b>L-4, T-0, P-0</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

**Course Objectives:** This course is designed to develop the ability to apply data analytics techniques to enhance decision-making processes in business. Students will learn to interpret and leverage data to generate actionable insights using analytical tools and models.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>	<b>Mapping of COs with BLOOM'S TAXONOMY</b>
<b>CO1</b>	Understand the fundamental concepts of business analytics in decision-making.	<b>PO.1, PO.5, PO.6</b>	<b>Remember</b>
<b>CO2</b>	Apply descriptive analytics to summarize and visualize data effectively.	<b>PO.1, PO.5</b>	<b>Remember, Understand</b>
<b>CO3</b>	Build and interpret predictive models to forecast outcomes.	<b>PO.1, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze</b>
<b>CO4</b>	Use prescriptive analytics tools to optimize business decisions.	<b>PO.1, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>
<b>CO5</b>	Evaluate real-world business cases and make data-driven recommendations.	<b>PO.1, PO.2, PO.3, PO.4, PO.5, PO.6</b>	<b>Remember, Understand, Apply, Analyze, Evaluate</b>

## DETAILED SYLLABUS:

- **UNIT I- Introduction to Analytics and Decision Making:** Meaning and scope of analytics in decision-making, Types of analytics: Descriptive, Predictive, and Prescriptive, Data-driven decision-making framework, Role of data visualization in decision support, Case examples in business decision-making. **(10 Hours)**
- **UNIT II- Descriptive Analytics for Decision Support:** Data summarization and visualization, Key performance indicators (KPIs) and dashboards, Excel/Power BI/Tableau basics, Data cleaning and preparation, Business case: Retail and marketing analytics. **(10 Hours)**
- **UNIT III- Predictive Analytics and Forecasting:** Introduction to predictive modeling, Regression analysis, classification techniques, Time series analysis and forecasting methods, Model accuracy and validation, Case studies: Sales prediction, customer churn. **(10 Hours)**
- **UNIT IV- Prescriptive Analytics and Optimization:** Introduction to optimization models, Linear programming and decision trees, Simulation techniques, Scenario analysis and what-if modeling, Application: Supply chain, pricing, and logistics. **(8 Hours)**
- **UNIT V- Decision Analytics in Practice:** Integrating analytics into organizational decision-making, Ethical issues in data-driven decisions. Human bias and decision pitfalls, Real-world applications: Finance, HR, Healthcare, and Operations, Future of decision analytics with AI and ML. **(10 Hours)**

## SUGGESTED READING:

- Evans, J. R. (2016). Business analytics: Methods, models, and decisions (2nd ed.). Pearson.
- Sharda, R., Delen, D., & Turban, E. (2020). Analytics, data science, & artificial intelligence: Systems for decision support (11th ed.). Pearson Education.
- Provost, F., & Fawcett, T. (2013). Data science for business: What you need to know about data mining and data-analytic thinking. O'Reilly Media.
- Albright, S. C., & Winston, W. L. (2016). Business analytics: Data analysis & decision making (6th ed.). Cengage Learning.
- Marr, B. (2016). Big data in practice: How 45 successful companies used big data analytics to deliver extraordinary results. Wiley.

**BACHELOR OF BUSINESS ADMINISTRATION**  
**(Honours with Research)- 8<sup>th</sup> SEMESTER**

Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
SEC		Dissertation [For Research Track]*				20	30	70	100
<b>TOTAL</b>						<b>20</b>	<b>30</b>	<b>70</b>	<b>100</b>

- ❖ *The Dissertation work will start from the beginning of fourth year of BBA (Honours with Research) Program.*
- ❖ *Students of Fourth Year shall be assessed for Project Work and Research Internship Report & Viva –Voice and Dissertation (For Research Track).*

<b>IV<sup>th</sup> Year</b>	<b>BBA (Honours with Research)</b>		<b>Semester-VIII</b>		
	<b>(Code- .....)</b>				
	<b>DISSERTATION [FOR RESEARCH TRACK]</b>		<b>L-0, T-0, P-20</b>		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
	30	70	100	20	00

**Course Objectives:** The objective of preparing the dissertation report and participating in the viva-voce is to enable BBA students to apply theoretical knowledge to practical business problems through in-depth research, develop critical thinking and analytical skills, demonstrate academic writing and presentation abilities, and enhance their capacity for independent decision-making and problem-solving in real-world business environments.

	<b>Course Outcomes:</b>	<b>Mapped Program Outcomes</b>
<b>CO1</b>	Develop the ability to conduct independent research, critically analyze business issues, and draw meaningful conclusions.	<b>PO.1, PO.5, PO.6</b>
<b>CO2</b>	Apply theoretical concepts to real-world business problems, bridging the gap between academics and industry practices.	<b>PO.1, PO.5, PO.6</b>
<b>CO3</b>	Enhance their ability to present their research findings clearly and confidently during the viva-voce.	<b>PO.1, PO.2, PO.3, PO.4, PO.5</b>
<b>CO4</b>	Strengthen their skills in identifying business challenges, proposing solutions, and making informed decisions.	<b>PO.1, PO.4, PO.5, PO.6</b>

### **DISSERTATION REPORT:**

As part of the curriculum requirements for the 8th semester, each BBA student is required to undertake a dissertation project on a relevant business topic. The purpose of this exercise is to promote independent research, practical application of theoretical concepts, and professional presentation skills. Each student will be allotted a faculty member as a dissertation supervisor. The supervisor will guide the student throughout the research process and students are expected to regularly consult their supervisors and follow the research schedule set by the department. The viva-voce will be conducted by a panel of evaluators comprising internal and external faculty and each student will present their findings through a PowerPoint presentation during the evaluation of their report.