

**ST. JOSEPH'S COLLEGE (AUTONOMOUS),
DEVAGIRI, KOZHIKODE**

(Affiliated to the University of Calicut)



CURRICULUM & SYLLABI

FOR

BBA HONOURS

**UNDER FOUR YEAR UNDER GRADUATE PROGRAMME
(FYUGP) SYSTEM 2024**

(EFFECTIVE FROM 2024 ADMISSION)

ELIGIBILITY FOR ADMISSION

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

MEDIUM OF INSTRUCTION

The medium of instruction and examination shall be English.

PROGRAMME OUTCOMES (PO):

At the end of the graduate programme at St. Joseph's College (Autonomous), Devagiri, Calicut., a student would:

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

PROGRAMME SPECIFIC OUTCOMES (PSO):

At the end of the BBA Honours programme at St. Joseph's College (Autonomous), Devagiri, Calicut., a student would:

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

**BBA HONOURS PROGRAMME
COURSE STRUCTURE**

Semester	Course Code	Course Title	Total Hours/week			Credits	Marks		
			T	P	Total		I	E	Total
1	BBA1CJ101	Core Course 1 Foundations in Business Decision	4	0	4	4	30	70	100
	BBA1CJ102 / BBA1MN101	Core Course 2 Marketing Management	4	0	4	4	30	70	100
	BBA1CJ103 / BBA1MN102	Core Course 3 Communicating with Financial Data	4	0	4	4	30	70	100
	BBA1FM105	MDC/MDE-1 Creativity, Innovation & Business Development	3	0	3	3	25	50	75
	BBA1FS111	Skill Enhancement Course 1 Digital Marketing for Business	3	0	3	3	25	50	75
	ENG1FA 101(3)	Ability Enhancement Course 1 – English	2	2	4	3	25	50	75
		Ability Enhancement Course 2 – Additional Language	3	0	3	0	0	0	0
	Total			25	21			525	
2	BBA2CJ101	Core Course 4 Business Economics	4	0	4	4	30	70	100
	BBA2CJ102 / BBA2MN101	Core Course 5 Financial Management	4	0	4	4	30	70	100

	BBA2CJ103 / BBA2MN102	Core Course 6 Foundations for Business Analytics	4	0	4	4	30	70	100
	BBA2FS112	Skill Enhancement Course 2 Spreadsheet Modelling for Business	2	2	4	3	25	50	75
	ENG2FA 103(3)	Ability Enhancement Course 3 – English	2	2	4	3	25	50	75
		Ability Enhancement Course 4 – Additional Language	3	0	3	0	0	0	0
		Total			23	18			450
3	BBA3CJ201	Core Course 7 Domestic Logistic Management	4	0	4	4	30	70	100
	BBA3CJ202	Core Course 8 Business & Corporate Regulations	4	0	4	4	30	70	100
	BBA3CJ203/ BBA3MN201	Core Course 9 Human Resource Management	4	0	4	4	30	70	100
	BBA3CJ204 / BBA3MN202	Core Course 10 Strategic Cost Analysis	4	0	4	4	30	70	100
	BBA3FS113	Skill Enhancement Course 3 Skills for Employability	2	2	4	3	25	50	75
		MDC/MDE 2 – (E/AL) KS	3	0	3	3	25	50	75
		Total			23	22			550
4	BBA4CJ205	Core Course 11 Decision Science	4	0	4	4	30	70	100
	BBA4CJ206	Core Course 12 Organization Behaviour	3	2	5	4	30	70	100
	BBA4CJ207	Core Course 13 Entrepreneurship Essentials	3	2	5	4	30	70	100
	BBA4CJ208	Core Course 14 Corporate Governance & Ethics	4	0	4	4	30	70	100
	BBA4FV 108	Value-Added Course 1 Innovation & Business Dynamics	3	0	3	3	25	50	75
	ENG4FV 109(3)	Value-Added Course 2 – English	3	0	3	3	25	50	75
		Total			24	22			550

5	BBA5CJ301	Core Course 15 Operations Management	4	0	4	4	30	70	100
	BBA5CJ302	Core Course 16 Behavioral Finance	4	0	4	4	30	70	100
	BBA5CJ303	Core Course 17 Business Research Methods	4	0	4	4	30	70	100
		Elective Course 1	4	0	4	4	30	70	100
		Elective Course 2	4	0	4	4	30	70	100
	BBA5FS114	Skill Enhancement Course 4 – Communicating with AI	3	0	3	3	25	50	75
	BBA5FS115	Skill Enhancement Course: - Internship-1	0	0	0	4	100		100
		Audit Course- 1	0	0	0	0	0	0	0
	Total			23	27			675	
6	BBA6CJ304 / BBA8MN304	Core Course 18 Networking in Business	3	2	5	4	30	70	100
	BBA6CJ305 / BBA8MN305	Core Course 19 Total Quality Management	4	0	4	4	30	70	100
		Elective Course 3	4	0	4	4	30	70	100
		Elective Course 4	4	0	4	4	30	70	100
	BBA6FV110	Value-Added Course 3 Business Environment	3	0	3	3	25	50	75
	BBA6FS116	Skill Enhancement Course: - Project-1	4	0	4	4	30	70	100
		Audit Course- 2	0	0	0	0	0	0	0
		Total			24	23			575
Total Credits for Three Years						133			3325
7	BBA7CJ401	Core Course 20 Strategic Management	3	2	5	4	30	70	100
	BBA7CJ402	Core Course 21 Data Analysis Tools for Social Scientists	3	2	5	4	30	70	100
	BBA7EJ401	Elective Course 5 Advanced Human Resource Management	3	2	5	4	30	70	100
	BBA7EJ402	Elective Course 6 International Finance	3	2	5	4	30	70	100

BBA7EJ403	Elective Course 7 (in Honours with Research programme) International Marketing	3	2	5	4	30	70	100
BBA7OE401	Open Elective (in Honours programme) Hospitality Management	3	2	5	4	30	70	100
BBA7FS117	Skill Enhancement Course: - Internship – 2	0	0	0	4	100		100
	Total			25	24			600
BBA8EJ404	Elective Course 8 (in Honours programme) Start-Up Management	4	0	4	4	30	70	100
BBA8EJ405	Elective Course 9 (in Honours programme) Entrepreneurial Capital Management	4	0	4	4	30	70	100
BBA8EJ406	Elective Course 10 (in Honours programme) Advertising & Branding	4	0	4	4	30	70	100
BBA8FS118	Skill Enhancement Course: - Project -2 (in Honours programme)	8	0	8	8	60	140	200
BBA8FS119	Skill Enhancement Course: - Research Project (in Honours with Research programme)	20		20	20	150	350	500
	Total			20	20			500
Total Credits for Four Years						177		4425

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

Audit Courses

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

CREDIT DISTRIBUTION

Semester	Major Core Courses	Major DSE	General Foundation Courses					Total
			AEC	MDC/ MDE	VAC	SEC	Internship/ Project	
1	4+4+4		3	3		3	-	21
2	4+4+4		3			3	-	18
3	4+4+4+4			3		3	-	22
4	4 + 4 + 4 + 4				3 + 3		-	22
5	4 + 4 + 4	4 + 4				3	4	27
6	4 + 4	4 + 4			3		4	23
Total for Three Years	76	16	6	6	9	12	8	133
7	4 + 4	4 + 4+4		4*			4	24
8		4 + 4 + 4					8 / 20**	20
* Instead of Major DSE Course; **Instead of Three Major DSE & 8 Credit Project								
Total for Four Years	76+8 = 84	16+24= 40	6	6	9	12	20	177

ELECTIVE COURSES IN BBA WITH SPECIALISATION

Finance				
Group No	Sl. No	Sem	Title	Course Code
1	1	5	Security Analysis & Portfolio Management	BBA5EJ301(1)
	2	5	Financial Derivatives	BBA5EJ302(1)
	3	6	Strategic Financial Management	BBA6EJ301(1)
	4	6	Financial Analytics	BBA6EJ302(1)
Human Resource Management				
Group No	Sl. No	Sem	Title	Course Code
2	1	5	People Management Skills	BBA5EJ303(2)
	2	5	Performance Management	BBA5EJ304(2)
	3	6	Training & Development	BBA6EJ303(2)
	4	6	HR Analytics	BBA6EJ304(2)

Marketing Management				
Group No	Sl. No	Sem	Title	Course Code
3	1	5	Consumer Behaviour & Marketing Analysis	BBA5EJ305(3)
	2	5	Marketing Matrix	BBA5EJ306(3)
	3	6	Integrated Marketing Communication	BBA6EJ305(3)
	4	6	Strategic Hospitality Marketing	BBA6EJ306(3)
Operations Management				
Group No	Sl. No	Sem	Title	Course Code
4	1	5	World Class Manufacturing	BBA5EJ307(4)
	2	5	Quality Management	BBA5EJ308(4)
	3	6	Total Productive Maintenance	BBA6EJ307(4)
	4	6	Service Operations Management	BBA6EJ308(4)
Logistics				
Group No	Sl. No	Sem	Title	Course Code
5	1	5	Logistics Management	BBA5EJ309(5)
	2	5	Air Cargo Logistics Management	BBA5EJ310(5)
	3	6	Export & Import Policies & Procedures	BBA6EJ309(5)
	4	6	Shipping & Ocean Freight Logistics Management	BBA6EJ310(5)
Business Analytics				
Group No	Sl. No	Sem	Title	Course Code
6	1	5	Data Visualization for Analytics	BBA5EJ311(6)
	2	5	Data Analytics using R	BBA5EJ312(6)
	3	6	Data Analytics using Python	BBA6EJ311(6)
	4	6	Advanced Data Analytics for Business Decision	BBA6EJ312(6)
Entrepreneurship				
Group No	Sl. No	Sem	Title	Course Code
7	1	5	Design Thinking	BBA5EJ313(7)
	2	5	Family Business Management	BBA5EJ314(7)
	3	6	Entrepreneurial Venture Planning and Communication Strategy	BBA6EJ313(7)
	4	6	Social Entrepreneurship	BBA6EJ314(7)

ELECTIVE COURSES IN BBA WITH NO SPECIALISATION

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

6	8	Advertising & Branding	BBA8EJ406
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GROUPING OF MINOR COURSES IN BBA

(Title of the Minor: **FUNCTIONAL BUSINESS ADMINISTRATION**)

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

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

NOTE:

1. There will be no pathway for BBA students.
2. Students from other disciplines can choose Minor Groups in BBA.
3. If a student from other department chooses two Minor groups in BBA (Major with Minor Pathway), then the title of the Minor will be **Functional Business Administration**.
4. The above-mentioned minor courses are offered by BBA Department to other department students. So, they must attend the minor course classes along with BBA students (core course) depending on the intake capacity of each department as per University Regulations.

DISTRIBUTION OF GENERAL FOUNDATION COURSES IN BBA

Sem	Course Code	Course Title	Total Hours	Hours/Week	Credits	Marks		
						I	E	Total
1	BBA1FM105	MDC/MDE 1 – Creativity, Innovation & Business Development	45	3	3	25	50	75

4	BBA4FV 108	Value-Added Course 1 Innovation & Business Dynamics	45	3	3	25	50	75
6	BBA6FV 110	Value-Added Course 3 Business Environment	45	3	3	25	50	75
1	BBA1FS111	Skill Enhancement Course 1 Digital Marketing for Business	45	3	3	25	50	75
2	BBA2FS112	Skill Enhancement Course 2 Spreadsheet Modelling for Business	60	4	3	25	50	75
3	BBA3FS113	Skill Enhancement Course 3 Skills for Employability	60	4	3	25	50	75
5	BBA5FS115	Skill Enhancement Course 4 – Communicating with AI	45	3	3	25	50	75

NB: - Except AEC's, MDC 2(KS), VAC2 ; all other courses including VAC1, VAC3, MDC1, all SEC's, all core/major courses, all elective courses and open elective shall be taught by Major Discipline Faculty only.

EVALUATION SCHEME

1. The evaluation scheme for each course contains two parts: internal evaluation (about 30%) and external evaluation (about 70%). Each of the Major courses is of 4-credits. It is evaluated for 100 marks, out of which 30 marks is from internal evaluation and 70 marks, from external evaluation. Each of the General Foundation course is of 3-credits. It is evaluated for 75 marks, out of which 25 marks is from internal evaluation and 50 marks, from external evaluation.
2. The 4-credit courses (Major courses) are of two types: (i) courses with only theory and (ii) courses with 3-credit theory and 1-credit practicum.
 - In 4-credit courses with only theory component, out of the total 5 modules of the syllabus, one open-ended module with 20% content is designed by the faculty member teaching that course, and it is internally evaluated for 10 marks. The internal evaluation of the remaining 4 theory modules is for 20 marks.
 - In 4-credit courses with 3-credit theory and 1-credit practicum components, out of the total 5 modules of the syllabus, 4 modules are for theory and the fifth

module is for practicum. The practicum component is internally evaluated for 20 marks. The internal evaluation of the 4 theory modules is for 10 marks.

3. 3-credit courses (General Foundational Courses) in BBA are of two types: (i) courses with only theory and (ii) courses with 2-credit theory and 1-credit practicum.

- In 3-credit course with only theory out of the total 5 modules of the syllabus, one open-ended module with 20% content is designed by the faculty member teaching that course, and it is internally evaluated for 5 marks. The internal evaluation of the remaining 4 theory modules is for 20 marks.
- In 3-credit courses with 2-credit theory and 1-credit practicum components, out of the total 5 modules of the syllabus, 4 modules are for theory and the fifth module is for practicum. The practicum component is internally evaluated for 15 marks. The internal evaluation of the 4 theory modules is for 10 marks.

Sl. No.	Nature of the Course		Internal Evaluation in Marks (about 30% of the total)		External Exam on 4 modules (Marks)	Total Marks
			Open-ended module / Practicum	On the other 4 modules		
1	4-credit course	only theory (5 modules)	10	20	70	100
2	4-credit course	Theory (4 modules) + Practicum	20	10	70	100
3	3-credit course	Only Theory (5 modules)	5	20	50	75
4	3-credit course	Theory (4 modules) + Practicum	15	10	50	75

1. MAJOR COURSES and GENERAL FOUNDATION COURSES

1.1. INTERNAL EVALUATION OF THEORY COMPONENT

Sl. No.	Components of Internal Evaluation of Theory Part of a Major Course	Internal Marks for the Theory Part of a Major Course of 4-credits			
		Theory Only		Theory +Practicum	
		4 Theory Modules	Open-ended Module	4 Theory Modules	Practicum

1	Test paper/ Mid-semester Exam	10	4	5	-
2	Seminar/ Viva/ Quiz	6	4	3	-
3	Assignment	4	2	2	-
Total		20	10	10	20*
		30		30	

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

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

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

1.2. EVALUATION OF PRACTICUM COMPONENT

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

Sl. No.	Evaluation of Practicum Component of Credit-1 in a Major Course	Marks for Practical/Practicum	Weightage
1	Continuous evaluation of practicum performed in classes by the students by using any kind of formative/summative methods given in the detailed syllabus.	10	50%
3	Evaluation of the practicum summary report submitted for the end semester viva-voce examination by the teacher-in-charge and additional examiner	10	50%

*..There is no specific format for practicum summary report. It can be decided by teacher-in-charge according to the type of practicum chosen.

Total Marks	20	
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Sl. No.	Evaluation of Practicum Component of Credit-1 in a SEC Course	Marks for Practicum	Weightage
1	Continuous evaluation of practicum performed in classes by the students by using any kind of formative/summative methods given in the detailed syllabus.	8	50%
3	Evaluation of the practicum summary report submitted for the end semester viva-voce examination by the teacher-in-charge and additional examiner	7	50%

*..There is no specific format for practicum summary report. It can be decided by teacher-in-charge according to the type of practicum chosen.

Total Marks	15	
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1.3. EXTERNAL EVALUATION OF THEORY COMPONENT

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

PATTERN OF QUESTION PAPER FOR MAJOR COURSES

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

PATTERN OF QUESTION PAPER FOR GENERAL FOUNDATION COURSES

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

2. INTERNSHIP

Programme	BBA				
Course Code					
Course Title	Internship-1 & Internship- 2				
Type of Course	SEC				
Semester	5 & 7				
Academic Level					
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	-	-		120
Pre-requisites					
Course Summary	This course is designed for undergraduate students to provide educational and career development opportunities to students by providing practical experience in a field or discipline, provide possible opportunities to learn, understand, and sharpen the real-time technical/managerial skills required on the job, understand the psychology of the workers and their habits, attitudes and approach to problem solving.				

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

2.1. GUIDELINES FOR INTERNSHIP

1. Internship can be in Management or allied disciplines.
2. There should be minimum 120 hrs. of engagement from the student in the Internship.
3. Summer vacations and other holidays can be used for completing the Internship.
4. The students should make regular and detailed entries in to a personal log book through the period of Internship. The log book will be a record of the progress of the Internship and the time spent on the work, and it will be useful in writing the final report. All entries should be dated. The Internship supervisor should periodically examine and countersign the log book.
5. The log book and the typed report must be submitted at the end of the Internship.

6. The institution at which the Internship will be carried out should be prior-approved by the Department Council of the college where the student has enrolled for the UG (Honours) programme.

2.2. EVALUATION OF INTERNSHIP

- The evaluation of Internship shall be done internally through continuous assessment mode by a committee internally constituted by the Department Council of the college where the student has enrolled for the UG (Honours) programme.
- The credits and marks for the Internship will be awarded only at the end of semester 5 & semester 7.
- The scheme of continuous evaluation and the end-semester viva-voce examination based on the submitted report shall be as given below:

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

REPORT FORMAT

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

2. The report consists of the following information in this order:

Starting Pages

1. Title Page

2. Acknowledgement

3. Executive Summary

4. Table of Contents

Chapter 1: Brief Industry Profile

Chapter 2: Introduction of Company

Chapter 3: Organizational Analysis

Chapter 4: Internee Experience

- a. A brief overview of the main business processes that the internee worked around
- b. A brief overview of various departmental functions that the internee had the opportunity to observe
- c. A narrative of personal experience in the intern's own words that may include: any new discoveries or observations made during the internship, any problems identified, personal account of interactions with others at the workplace, and specific skills learned.

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

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

7. Appendices

EVALUATION CRITERIA FOR INTERIM PRESENTATION

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

EVALUATION CRITERIA FOR VIVA-VOCE

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

3. PROJECT

PROJECT IN HONOURS PROGRAMME

- In Honours programme, the student should do a Project of 8-credits in semester 8.

- The Project can be done in the same institution/ any other higher educational institution (HEI)/ research centre/ training centre.
- The Project in Honours programme can be a short research work or an extended internship or a skill-based training programme.
- A faculty member of the respective institution, where the student does the Project, should be the supervisor of the Project.

Programme	BBA				
Course Code					
Course Title	Project -2				
Type of Course	SEC				
Semester	8				
Academic Level	400 – 499				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	8	8	-		240
	<i>The teacher should have 8hrs/week of engagement in the guidance of the Project(s) in Honours programme, while each student should have 16 hrs/week of engagement in the Project work. Total hours are given based on the student's engagement.</i>				
Course Summary	This course is designed for undergraduate honours students across all disciplines, offering them an opportunity to delve deeply into a topic of their choice, underpinned by rigorous research and creative methodology. It is an invitation to embark on an academic voyage that prioritizes critical thinking, problem-solving, and innovation, all within the framework of scholarly research. Students will engage in a self-directed project that not only contributes to their field of study but also encourages a personal journey of discovery and intellectual growth.				

EVALUATION OF PROJECT

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

Component of Evaluation of Project	Weightage	Marks/200
Continuous Evaluation of project through interim presentation and reports by the	30%	60

committee internally constituted by the Department Council.		
End-Semester viva-voce examination to be conducted by the external examiner appointed by the University.	50%	100
Evaluation of the day-to-day records and final report submitted for the end semester viva-voce examination by the committee internally constituted by the External Examiner	20%	40

4. EVALUATION CRITERIA FOR INTERIM PRESENTATION

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

5. EVALUATION CRITERIA FOR VIVA-VOCE

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

FORMAT OF PROJECT REPORT

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

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

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

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

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

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

Chapter 5: Findings, Conclusion and Recommendations

D. Bibliography

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

PROJECT IN HONOURS WITH RESEARCH PROGRAMME

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

- The maximum intake of the department for Honours with Research programme is fixed by the department based on the number of faculty members eligible for project supervision, and other academic, research, and infrastructural facilities available.
- If a greater number of eligible students are opting for the Honours with Research programme than the number of available seats, then the allotment shall be based on the existing rules of reservations and merits.

Programme	BBA				
Course Code					
Course Title	Research Project				
Type of Course	SEC				
Semester	8				
Academic Level	400 – 499				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	20	20	-		600
	<i>The teacher should have 20 hrs/week of engagement) in the guidance of the Project(s) in Honours with Research programme, while each student should have 40 hrs/week of engagement in the Project work. Total hours are given based on the student's engagement.</i>				
Course Summary	This course is designed for undergraduate honours students across all disciplines, offering them an opportunity to delve deeply into a topic of their choice, underpinned by rigorous research and creative methodology. It is an invitation to embark on an academic voyage that prioritizes critical thinking, problem-solving, and innovation, all within the framework of scholarly research. Students will engage in a self-directed project that not only contributes to their field of study but also encourages a personal journey of discovery and intellectual growth.				

EVALUATION OF PROJECT

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

Component of Evaluation of Project	Weightage	Marks/600
Continuous Evaluation of project through interim presentation and reports by the	30%	180

committee internally constituted by the Department Council.		
End-Semester viva-voce examination to be conducted by the external examiner appointed by the University.	50%	300
Evaluation of the day-to-day records and final report submitted for the end semester viva-voce examination by the committee internally constituted by the External Examiner	20%	120

EVALUATION CRITERIA FOR INTERIM PRESENTATION

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

EVALUATION CRITERIA FOR VIVA-VOCE

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

FORMAT OF PROJECT REPORT

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

1. Title Page

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

2. Abstract

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

3. Dedication and Acknowledgments

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

4. Table of Contents

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

5. Introduction

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

6. Literature Review

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

7. Theoretical Framework

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

8. Methodology

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

9. Results and Discussion

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

10. Conclusion and Recommendations

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

11. References

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

12. Appendices

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

13. Digital and Interactive Elements

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

Eg:

Journals

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

Working Papers

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

News Paper Article

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

Book

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

4. LETTER GRADES AND GRADE POINTS

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

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

LETTER GRADES AND GRADE POINTS

Sl. No.	Percentage of Marks (Internal & External Put Together)	Description	Letter Grade	Grade Point	Range of Grade Points	Class
1	95% and above	Outstanding	O	10	9.50 – 10	First Class with Distinction
2	Above 85% and below 95%	Excellent	A+	9	8.50 – 9.49	
3	75% to below 85%	Very Good	A	8	7.50 – 8.49	
4	65% to below 75%	Good	B+	7	6.50 – 7.49	First Class
5	55% to below 65%	Above Average	B	6	5.50 – 6.49	
6	45% to below 55%	Average	C	5	4.50 – 5.49	Second Class
7	35% to below 45% aggregate (internal and external put together) with a minimum of 30% in external valuation	Pass	P	4	3.50 – 4.49	Third Class
8	Below an aggregate of 35% or below 30% in external evaluation	Fail	F	0	0 – 3.49	Fail
9	Not attending the examination	Absent	Ab	0	0	Fail

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

5.1. COMPUTATION OF SGPA AND CGPA

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

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

$$\text{i.e. SGPA } (S_i) = \frac{\sum_i (C_i \times G_i)}{\sum_i (C_i)}$$

where C_i is the number of credits of the i^{th} course and G_i is the grade point scored by the student in the i^{th} course in the given semester. Credit Point of a course is the value obtained by multiplying the credit (C_i) of the course by the grade point (G_i) of the course.

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

ILLUSTRATION – COMPUTATION OF SGPA

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

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

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

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

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

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

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

6. Study Tour

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

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

I Semester BBA (FYUGP) Degree Examinations October 2024

BBA1CJ101: <Title of the Major Course>

(Credits: 4)

Maximum Time: 2 hours

Maximum Marks: 70

Section A

[Answer All. Each question carries 3 marks] (Ceiling: 24 Marks)

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

Section B

[Answer All. Each question carries 6 marks] (Ceiling: 36 Marks)

- 11.
- 12.
- 13.
- 14.
- 15.
- 16.
- 17.
- 18.

Section C

[Answer any one. Each question carries 10 marks] (1x10=10 Marks)

- 19.
- 20.

Format of the Question Paper Type II for General Foundation Courses

I Semester BBA (FYUGP) Degree Examinations October 2024

BBA1FM105: <Title of the MDC Course>

(Credits: 3)

Maximum Time: 1.5 hours

Maximum Marks: 50

Section A

[Answer All. Each question carries 2 marks] (Ceiling 16 marks)

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

Section B

[Answer All. Each question carries 6 marks] (Ceiling 24 Marks)

- 11.
- 12.
- 13.
- 14.
- 15.

Section C

[Answer any one. Each question carries 10 marks] (1x10=10 Marks)

- 16.
- 17.

Details of Courses of study leading to the award of BBA

Programme	BBA				
Course Code	BBA1CJ101				
Course Title	Foundations for Business Decisions				
Type of Course	MAJOR				
Semester	1				
Academic Level	100 – 199				
Course Details	Credit	Lecture per week	Tutorial per week	Practicum per week	Total Hours
	4	4	-		60
Pre-requisites					
Course Summary	The "Foundations for Business Decisions" course provides a comprehensive understanding of decision-making in business. It covers the basics of decision-making, decision-making models, management functions, and ethical considerations. The course aims to equip students with the knowledge and skills required to make effective business decisions and address real-world challenges.				

Course Outcomes (CO):

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

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

CO6	Develop ethical considerations in decision-making	Ap	P	Viva Voce
* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)				

Detailed Syllabus:

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

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

Mapping of COs with PSOs and POs:

	PSO 1	PSO 2	PSO 3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	2	3	1	1	3	3	1	2	2	2	2

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

Correlation Levels:

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

Assessment Rubrics:

Mode of Assessment – CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

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

Formative Assessment (FA)

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

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

REFERENCES

1. Charles W.L, Hill and Steven McShane (2017) *Principles of Management*
2. Koontz, H and Weihrich, H (2010) *Essentials of Management*, Tata McGraw Hill, New Delhi.
3. Stoner A.F. Jame, Freeman R Edward, Gilbert R. Danie,l (2009), *Management*, 6th edition, Pearson Education.
4. Laudon, K. C., & Laudon, J. P. (2019). *Management Information Systems: Managing the Digital Firm* (16th edition). Pearson Education.
5. Colquitt, J. A., LePine, J. A., & Wesson, M. J. (2020). *Organizational Behavior: Improving Performance and Commitment in the Workplace* (7th ed.). Tata McGraw Hill.
6. Robbins S.P, Judge T.A. and Vohra N. (2013) *Organisational Behaviour*, Pearson Education.
7. Margie Parikh and Rajen Gupta (2010) *Organisational Behaviour*, Tata McGraw Hill Education Private Limited
8. Albright, S. C., & Winston, W. L. (2018). *Business Analytics: Data Analysis & Decision Making* (5th ed.). Cengage Learning India Pvt. Ltd
9. David, F. R., & David, F. R. (2021). *Strategic Management: Concepts and Cases* (16th ed.). Pearson Education.
10. Hillier, F. S., & Lieberman, G. J. (2019). *Introduction to Operations Research* (11th ed.). Tata McGraw Hill, New Delhi.

SUGGESTED READINGS:

1. Bright, D. S. (2019). *Principles of management*. OpenStax College.
2. Hammond, J. S., Keeney, R. L., & Raiffa, H. (2015). *Smart choices: A practical guide to making better decisions*. Harvard Business Review Press. Arnautović, S., et al. (2022). The Importance of Making a Rational Business Decision of Top Management in Agricultural Companies in the Republic of Serbia.
3. Harvard Business Review. (2014). *Harvard Business Essentials, Decision Making: 5 Steps to Better Results*. Harvard Business Review Press.
4. Nutt, P. C. (1984). Types of organizational decision processes. *Administrative Science Quarterly*, 29(3), 414-450. <https://doi.org/10.2307/2393033>
5. Prasad, L. M. (2020). *Principles and practice of management*. Sultan Chand & Sons.
6. Shivakumar, K. (2014). How to tell which decisions are strategic. *California Management Review*, 56(3), 78-101. <https://doi.org/10.1525/cm.2014.56.3.78>
7. Siekelova, A., et al. (2021). Analytic hierarchy process in multiple–criteria decision–making: A model example. *SHS Web of Conferences*, 90, 01019. <https://doi.org/10.1051/shsconf/20219001019>
8. Simon, J. L. (2016). *Developing decision-making skills for business*. Routledge.
9. Skorepa, M. (2017). *Decision making: A behavioural economic approach*. Bloomsbury Publishing.
10. Vroom, V. H., & Yetton, P. W. (1973). *Leadership and decision-making* (Vol. 110). University of Pittsburgh Pre.

11. Yoo, C., & Chon, K. (2008). Factors affecting convention participation decision-making: Developing a measurement scale. *Journal of Travel Research*, 47(4), 454-467. <https://doi.org/10.1177/0047287507312421>

Programme	BBA				
Course Code	BBA1CJ102/BBA1MN101				
Course Title	Marketing Management				
Type of Course	Major/ Minor				
Semester	1				
Academic Level	100 -199				
Course Details	Credit	Lecture per week	Tutorial per week	Practicum per week	Total Hours
	4	4	-		60
Pre-requisites					
Course Summary	This course introduces students to the core principles of marketing management and the strategic role marketing plays in driving business success in the digital age. Through a blend of theoretical concepts, real-world examples, and hands-on projects, students will explore the dynamic world of marketing and develop the skills necessary to navigate its challenges creatively and effectively. The curriculum is designed to foster critical thinking, analytical skills, and innovative approaches to marketing problems, preparing students for careers in a variety of industries.				

Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Identify fundamental principles of marketing and the role of marketing in business and society.	U	C	Standardized Test
CO2	Acquire a profound understanding of the most recent advancements in technology and emerging trends within the realm of marketing.	U	C	Standardized Test
CO3	Capable of formulating marketing plans grounded on product, pricing, distribution, and promotional goals.	Ap	P	Classroom Discussion
CO4	Able to develop a comprehensive understanding of marketing principles and strategies by integrating various marketing models.	An	P	Standardized Test
CO5	Relate Marketing Mix as a framework for Marketing Decision making.	An	P	Case Study

CO6	Learn and examine the students to the dynamic nature of Marketing Function.	E	M	Mini research report preparation
* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)				

Detailed Syllabus:

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

	16	Fundamentals of marketing communication mix- Advertisement, sales promotion, Public relations, Publicity and Personal selling.			
	17	Distribution: Meaning and definition- Levels of distribution, Types of intermediaries.			
IV	Marketing of Services		12		18
	18	Product vs. Services.			
	19	Marketing strategies for services- 7P's.			
	20	Emerging trends in marketing- Digital marketing, Sustainable marketing, Affiliate marketing.			
	21	Integrated marketing communication.			
	22	AI marketing- Concept, developing and AI marketing strategy.			
V	Open Ended Module		12	10	
	1	Explore any prominent or new marketing areas by visiting respective business establishments and prepare a report.			
	2	Brand Development Workshop: Organize a workshop where students create a brand from scratch. This activity would encompass naming the brand, designing a logo, developing a brand identity, and creating a brand positioning statement.			
	3	Social Media Marketing Campaign: Divide the class into groups and assign each group the task of developing a social media marketing campaign for a hypothetical product or service. Students should identify their target audience, choose appropriate social media platforms, create content, and plan the campaign's timing and frequency.			
	4	Competitor Analysis Project: Assign students to conduct a detailed competitor analysis for a selected company. This project should include identifying the company's main competitors, analysing their marketing strategies, and suggesting areas where the chosen company can gain a competitive advantage.			

Mapping of COs with PSOs and POs:

	PSO 1	PSO 2	PSO 3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	3	1	1	3	3	3	3	1	3	

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

Correlation Levels:

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

Assessment Rubrics:

Mode of Assessment – CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

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

Formative Assessment (FA)

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

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

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1. Grewal, D., & Levy, M. Marketing. McGraw Hill Education (India) Pvt. Ltd.
2. Ramaswamy, V. S., & Namakumari, S. (Year of Publication). Marketing management: Planning, implementation and control. Macmillan Business Books

Programme	BBA				
Course Code	BBA1CJ103/BBA1MN102				
Course Title	Communicating with Financial Data				
Type of Course	Major/ Minor				
Semester	1				
Academic Level	100 – 199				
Course Details	Credit	Lecture per week	Tutorial per week	Practicum per week	Total Hours
	4	4	-		60
Pre-requisites					
Course Summary	This course focuses on developing a strong understanding of cost, revenue, and profit in a business, as well as recording and interpreting financial data. It provides students with the necessary knowledge and skills to communicate effectively using financial data.				

Course Outcomes (CO):

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

				Group Tutorial Work
CO4	Enable the learner to understand the financial health of a business.	U	C	Instructor-created exams / Home Assignments
CO5	Interpret and communicate financial data effectively using appropriate tools and techniques.	Ap	P	One Minute Reflection Writing assignments
CO6	Apply innovative financial strategies to improve business performance and profitability.	Ap	P	Viva Voce
* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)				

Detailed Syllabus:

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

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

60% Problems & 40 % Theory

Mapping of COs with PSOs and POs:

	PSO 1	PSO 2	PSO 3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	2	1	2	2	2	2	1	2	1	2
CO 2	3	3	2	3	2	3	1	2	2	1	3

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

Correlation Levels:

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

Assessment Rubrics:

Mode of Assessment – CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

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

Formative Assessment (FA)

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

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

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1. Bhattacharyya, Asish K. *Essentials of Financial Accounting*, Prentice Hall of India Private Ltd., New Delhi.
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4. Jain, S. P. & Narang, K. L. *Advanced Accountancy*, Kalyani Publishers, New Delhi
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7. Sharma R.K. and Shasi K. Gupta (2014), *Management Accounting Principles & Practice*, 13th Edition, Kalyani Publishers, Delhi.

SUGGESTED READINGS:

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2. Maheshwari, S. N. (2012). *A Textbook of Accounting for Management, 3rd Edition*. Vikas Publishing House.
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7. Chhabra, K. S., & Pattanayak, J. K. (2014). Financial Accounting Practices Among Small Enterprises: Issues and Challenges. *IUP Journal of Accounting Research & Audit Practices*, 13(3).
8. Narayanaswamy, R. (2022). *Financial accounting: a managerial perspective*. PHI Learning Pvt. Ltd.

Programme	BBA				
Course Code	BBA1FM105				
Course Title	Creativity, Innovation, and Business Development				
Type of Course	MDC				
Semester	1				
Academic Level	100-199				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	3	3	-	-	45

Pre-requisites	
Course Summary	This course explores the intersections of creativity, innovation, and business development, focusing on how these elements combine to spark new ideas, drive technological advancements, and create sustainable business models in a competitive global marketplace. Students will engage with concepts from design thinking, lean startup methodologies, and disruptive innovation theories to understand how businesses can innovate products, services, and processes. Through a blend of lectures, case studies, hands-on projects, and guest speakers, participants will learn to harness their creative potential, apply innovative thinking, and develop practical strategies for business growth and development.

Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Enable the learner to understand the concept and meaning of creativity, and its importance in various domains, including business	U	C	Standardized Test
CO2	Enable the learner to identify and develop creativity skills and personal qualities necessary for fostering innovation	Ap	P	Observation and Practical Skills
CO3	Enable the learner to use creativity tools and techniques	Ap	P	Observation and Practical Skills
CO4	Enable the learner to understand the concept and types of innovation, the relationship between creativity and innovation, and the role of innovation in business development.	U	C	Standardized Test
CO5	Enable the learner to analyse the characteristics of successful entrepreneurs and understand the entrepreneurship process and the concept of a business model.	Ap	P	Case Study
CO6	Enable the learner to explore and evaluate the role of agencies for innovation in Kerala and their contributions to promoting entrepreneurship and innovation.	Ap	P	Observation and Practical Skills
* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)				

Detailed Syllabus:

Module	Unit	Content	Hrs	Internal	External
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			(45)	(25)	(50)
I	Understanding Creativity		9	20	12
	1	Creativity – Nature, Concepts and Meaning.			
	2	Creativity skills & personal qualities.			
	3	Role of creativity in business.			
	4	Techniques to foster creativity: Brainstorming			
	5	Role Playing			
	6	Incubation			
	7	Creativity tools and techniques: SCAMPER			
	8	Mind Mapping			
II	Innovation and its Role in Business		9		12
	6	Meaning, Nature			
	7	Types of innovation			
	8	Relationship between creativity and innovation – Differences			
	9	Relationship between creativity and innovation – Similarities			
	10	Role of innovation in business development.			
	11	Barriers to innovation			
	12	Ways to overcome the barriers.			
III	Introduction to Entrepreneurship		9		12
	10	Meaning Nature and concepts of entrepreneurship			
	11	Meaning Nature and concepts of intrapreneurship			
	12	Characteristics of successful entrepreneurs			
	13	Entrepreneurship Process			
	14	Concept of Business Model			
	15	Importance of Entrepreneurship Ecosystem			
16	Importance of Entrepreneurship for Economic Development				
IV	Business Development through Entrepreneurship		9		14
	17	Steps in starting a new venture and entrepreneurship challenges			
	18	Idea generation, Evaluation, and Opportunity Assessment			
	19	Business Plan – Concepts			
	20	Business Plan – Components			
	21	Business Plan – Importance			
	22	Entrepreneurial Marketing and Financing a New Venture			
V	Open Ended Module		9	5	
	1	K-DISC, KIED, Kerala Startup Mission, National Innovation Foundation, Innovation and Entrepreneurship Development Centres, etc.			

Mapping of COs with PSOs and POs:

	PSO 1	PSO 2	PSO 3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7

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

Correlation Levels:

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

Assessment Rubrics:

Mode of Assessment – CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

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

Formative Assessment (FA)

- l. Practical Assignment
- m. Viva
- n. Quiz
- o. Interview

- p. Class Discussion
- q. Seminar
- r. Group Tutorial work
- s. Home assignments
- t. Self and peer Assessments
- u. Oral presentations
- v. Observation of practical skills

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1. Rao, M. S. (2014). *Unlocking Creativity: How to Solve Any Problem and Make the Best Decisions by Shifting Creative Mindsets*. Sage Publications India Pvt Ltd.
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5. Jha, K. N. (2019). *Creativity and Innovation: Emerging Trends in Indian Context*. Excel India Publishers.
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3. Mukerji, D. (2017). *The Innovation Game: A New Approach to Innovation Management and R&D*. Oxford University Press.
4. Chaudhuri, S. (2017). *Innovation and Creativity in Indian Business: The Journey of Tata Group*. Palgrave Macmillan.
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7. Rogers, E. M. (2010). Diffusion of Innovations (4th ed.). Free Press.
8. Christensen, C. M. (2013). The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail. Harvard Business Review Press.
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11. Kaufman, J. C., & Sternberg, R. J. (Eds.). (2010). The Cambridge Handbook of Creativity. Cambridge University Press.

Programme	BBA				
Course Code	BBA1FS111				
Course Title	Digital Marketing for Business				
Type of Course	SEC				
Semester	1				
Academic Level	100-199				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	3	3	-	-	45
Pre-requisites					
Course Summary	<p>The Digital Marketing for Business course provides a thorough exploration of digital marketing intricacies, starting with an in-depth introduction to establish a strong foundation in the meaning, significance, and benefits of digital marketing. It then compares traditional and digital marketing, introducing key principles like the 7 C's and 5 A's of Digital Marketing. The course covers various types of digital marketing to ensure participants grasp strategic approaches and adapt to contemporary practices. The conclusion focuses on the Indian digital landscape, offering insights through case studies of successful campaigns. Balancing theoretical knowledge with practical applications, the course equips participants with strategic understanding and hands-on skills using industry tools. What makes this course stand out is its inclusivity, catering to both beginners and professionals. Discussions on digital marketing types, tools, and job opportunities ensure relevance for individuals at different career stages. The emphasis on the Indian digital landscape enhances its applicability. In essence, the Digital Marketing for Business course is a strategic investment for those aiming to excel in the dynamic field of digital marketing, providing comprehensive knowledge and practical skills for success in the digital era.</p>				

Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Develop the capability to establish a foundational understanding of Digital Marketing.	R	F	Written test/ Literature survey
CO2	Acquire the proficiency to apply Digital Marketing tools and strategies effectively.	Ap	P	Standardized Test
CO3	Develop the ability to analyze both opportunities and challenges within the realm of Digital Marketing.	An	C	Written test
CO4	Able to develop the capability to master Social Media marketing skills and expertise.	Ap	P	Practical Assignments/Group Work
CO5	Acquire the ability to evaluate SEO and SEM strategies.	E	F	Interview/Quiz
CO6	Develop the capability to design and execute impactful Email Marketing Campaigns.	C	C	Standardized Test
CO7	Equip participants with the skills to develop innovative and captivating content strategies.	C	C	Case studies
* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)				

Detailed Syllabus:

Module	Unit	Content	Hrs (45)	Internal (25)	External (50)
I	Introduction to Digital Marketing		9		12
	1	Digital Marketing Overview: Meaning, Definition, Significance, Characteristics.			
	2	Traditional Marketing Vs Digital Marketing -7 C's & 5 A's of Digital Marketing			
	3	Types of Digital Marketing for Businesses.			
	4	Digital Marketing Tools: Meaning, Types, Pros and Cons			
	5	Digital Marketing Trends (Influencer Marketing, Omni Channel Marketing). Jobs in Digital Marketing.			
	6	Artificial Intelligence, Video Marketing, Long-Form Content, Social Media Shopping, Progressive Web Pages.			
	7	Opportunities and Challenges in Digital Marketing. Ethical Issues in Digital Marketing			
II	Social Media Marketing		9		
	8	Social Media: Meaning, Importance and Benefits.			

	9	Social Media Marketing: Meaning, Types, Tools.		20	12
	10	Advantages and Disadvantages of Social Media Marketing (SMM).			
	11	Different Social Media Platforms: Types (Facebook, Twitter, Instagram, LinkedIn, Snapchat, Pinterest, YouTube, TikTok, WhatsApp and Telegram) & Its Use.			
III	SEO and SEM Essentials		9		12
	12	SEO – Meaning, Process, Role of SEO in Digital Marketing - Types of SEO.			
	13	Difference between On-Page Optimization and Off-Page Optimization.			
	14	Key elements of a successful On-Page Optimization. Keywords for an SEO campaign.			
	15	SEM – Meaning, Importance, Keywords for an SEM Campaign, Google Ad words, Ad Creation, Keyword Targeting			
	16	Similarities of SEM and SEO			
	17	Differences between SEM and SEO.			
IV	E-Mail Marketing		9		14
	18	E-Mail – Meaning & Definition, Types of E-Mails.			
	19	E-Mail Marketing, Meaning, Objectives, Benefits			
	20	Types of E-Mail Marketing (Inbound E-mail marketing & Outbound E-mail marketing).			
	21	E-Mail Marketing Campaign: Meaning, Types.			
	22	Automation in email marketing- Meaning – Features.			
V	Open Ended Module:		9		5
	Explore case studies of successful digital campaigns and strategies implemented by businesses in India.				
	Hands-on-Experience in utilizing Social Media Platforms.				
	Expert Talk: Advanced SEO Strategies.				
	Expert Talk on Tips to enhance Email Marketing efforts and tracking an E-Mail Marketing Campaign.				

Mapping of COs with PSOs and POs:

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

CO7	2	2	2	2	3	2	2	2	2	3
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Correlation Levels:

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

Assessment Rubrics:

Mode of Assessment – CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

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

Formative Assessment (FA)

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

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3. Ahuja, V. (2015). Digital marketing. Oxford University Press.
4. Gupta, S. (2022). Digital marketing. McGraw-Hill Education.
5. Hanlon, A., & Akins, J. (2009). Quick win digital marketing. Oak Tree Press.

SUGGESTED READINGS:

1. Dave Chaffey and Fiona Ellis-Chadwick (2019), Digital Marketing: Strategy, Implementation and Practice, Pearson.
2. Ryan Deiss and Russ Henneberry (2020), Digital Marketing for Dummies. For Dummies.
3. Dave Chaffey and PR Smith (2017), Digital Marketing Excellence: Planning, Optimizing, and Integrating Online Marketing, Routledge..

Programme	BBA				
Course Code	BBA2CJ101				
Course Title	Business Economics				
Type of Course	Major				
Semester	2				
Academic Level	100 – 199				
Course Details	Credit	Lecture per week	Tutorial per week	Practicum per week	Total Hours
	4	4	-		60
Pre-requisites					
Course Summary	This course focuses on developing a strong understanding of cost, revenue, and profit in a business, as well as recording and interpreting financial data. It provides students with the necessary knowledge and skills to communicate effectively using financial data.				

Course Outcomes (CO):

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

CO5	Interpret and communicate financial data effectively using appropriate tools and techniques.	Ap	P	One Minute Reflection Writing assignments
CO6	Apply innovative financial strategies to improve business performance and profitability.	Ap	P	Viva Voce
* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)				

Detailed Syllabus:

Module	Unit	Content	Hrs (60)	Internal (30)	External (70)
I	Business, Economics and Markets		12	20	16
	1	Business Environment: Meaning, Nature, Importance			
	2	Business Economics: Meaning, Nature, Importance			
	3	Business Organizations: Nature and Types of firms, Internal Organization of the firm Structure of Industry, Structure–Conduct–Performance Paradigm			
	4	Economics and World of Business: Problem of Scarcity, Demand and Supply			
	5	Macroeconomic and Microeconomics Environment, Choices: Choice, Opportunity Cost, Rational Choice			
	6	The Working of Competitive Markets: Business in a Competitive Market			
	7	Price Mechanism Demand and Supply – Determinants, Schedules, Curves, Movements and Changes, and Laws			
	8	Price & Output Determination – Equilibrium and New Equilibrium			
II	Background to Demand and Supply		12		18
	7	Demand and the Consumer: Characteristics and Approaches to Analysing Consumer Demand.			
	8	Marginal Utility Theory, Demand Under Risk and Uncertainty.			
	9	Demand and the Firm: Estimating Demand Functions, Forecasting Demand			
	10	Cost and Production: Nature, Meaning and Types of costs.			
	11	Production in the Short run and Long run, Cost in the Short run and Long run			
	12	Revenue: Meaning, Nature, Types and its Curves, Calculation of Types of Revenue.			
	13	Relationship of Price and Revenue. Profit maximization			
III	Profit Maximization				

	14	Alternative Market Structures: Perfect, Monopoly, Monopolistic and Oligopoly Markets	12	18
	15	Profit Maximization under Perfect Competition and Monopoly: The Short-run and Long-run equilibrium of the firm.		
	16	Economies and Diseconomies of Scales		
	17	Profit Maximization under Imperfect Competition: Monopolistic, Oligopoly and its Types	12	18
	18	Game Theory - Single-move games, Multiple-move games		
IV	Business in the Factor Market			
	19	Labour Markets, Wages, and Industrial Relations: Market-determined wage rates and employment		
	20	Power in the labour market, Low Pay and Discrimination.		
	21	Investment and the employment of capital: The pricing of Capital Services, The demand for and supply of capital services		
	22	Reasons for government intervention in the market: Markets and the role of government		
	23	Government interventions in Market, Firm and Social Responsibility.		
	24	Liberalization, Privatization, and Globalization: Indian Economy before and after LPG	12	18
	25	Macroeconomics Policies: Fiscal Policy, Monetary Policy		
	26	Quantitative Easing, Balance of Payments and Exchange Rates, GDP		
V	Open Ended Module		12	10
		<ul style="list-style-type: none"> • Case Study Analysis • Economic Data Analysis Project: Students select a set of economic indicators (e.g., GDP, inflation rates, unemployment rates) and analyse their impact on a specific industry or business sector over time. They present their findings through charts, graphs, and a report that discusses how these indicators affect business decisions. • Cost-Benefit Analysis for a Community Project: Students propose a community project (e.g., a local park renovation, a recycling programme) and conduct a cost-benefit analysis to evaluate its feasibility and potential impact. They must consider various costs, benefits, and stakeholders in their analysis. 		

Mapping of COs with PSOs and POs:

	PSO 1	PSO 2	PSO 3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
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CO 1	3	2	1	2	2	2	2	1	2	1	2
CO 2	3	3	2	3	2	3	1	2	2	1	3
CO 3	3	3	2	3	2	2	1	1	2	2	2
CO 4	2	2	2	2	2	1	2	1	1	2	1
CO 5	3	2	2	3	2	3	2	2	1	2	3
CO 6	2	2	3	2	2	3	1	1	2	2	3

Correlation Levels:

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

Assessment Rubrics:

Mode of Assessment – CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

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

Formative Assessment (FA)

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

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

REFERENCES

1. Mehta, P.L. (2014), '*Managerial Economics: Analysis, Problems and Cases*', Sultan Chand & Sons, 20th Edition
2. Aryamala, T. (2014), '*Business Economics*', Vijay Nicole Publishers, 2nd Edition.
3. Varshney and Maheswary, (2014), '*Managerial Economics*', Sultan Chand & Sons, 20th Edition
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5. Hirschey, M. (2016). *Managerial Economics*. Cengage Learning.
6. Samuelson, W. F., & Marks, S. G. (2008). *Managerial Economics*. John Wiley & Sons.
7. Ward, D., & Begg, D. (2016). *Economics for Business*. McGraw-Hill.
8. Baye, M. R., & Prince, J. (2020). *Managerial Economics & Business Strategy* (9th ed.). McGraw-Hill.

SUGGESTED READINGS:

- a) Dixit, A. K., & Nalebuff, B. J. (1991). *Thinking Strategically: The Competitive Edge in Business, Politics, and Everyday Life*. W. W. Norton.
- b) Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. (2017). *The Economics of Strategy*. John Wiley & Sons.
- c) Levitt, S. D., & Dubner, S. J. (2005). *Freakonomics: A Rogue Economist Explores the Hidden Side of Everything*. William Morrow.

Programme	BBA				
Course Code	BBA2CJ102/BBA2MN101				
Course Title	Financial Management				
Type of Course	Major / Minor				
Semester	2				
Academic Level	100-199				
Course Details	Credit	Lecture per week	Tutorial per week	Practicum per week	Total Hours
	4	4	-		60
Pre-requisites					
Course Summary	To impart to the students an understanding of the corporate financial resources and how to use them to make wise decisions about investments, capital structure, and financing in order to maximise corporate growth.				

Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Comprehend capital structure theories and the concept of capital structure	U	C	Instructor-created exams / Quiz
CO2	Explain the purpose of financial management, the sources of funding, and the responsibilities of the financial manager	Ap	P	Practical Assignment / Observation of Practical Skills
CO3	Determine the issue and decide which alternative investments are the best	Ap	P	Seminar Presentation / Group Tutorial Work
CO4	Utilize quantitative financial instruments when making leasing financing decisions	U	C	Instructor-created exams / Home Assignments
CO5	Evaluate the company's dividend policy	Ap	P	Instructor-created exams / Home Assignments
* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)				

Detailed Syllabus:

Module	Unit	Content	Hrs (60)	Internal (30)	External (70)
I	Time Value of Money & Sources of Financing		12	20	16
	1	Meaning of Time value of money –Future value of single cash flow & annuity, present value of single cash flow (Theory & Problem).			
	2	Annuity & perpetuity. Simple interest & Compound interest, Capital Recovery & Loan Amortization. (Theory & Problem).			
	3	Sources of Financing, Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture Capital,			
	4	Angel Investing and Private Equity, Warrants and Convertibles (Theory Only).			
II	Capital Structure		12		18
	5	Cost of Capital: Basic Concepts. Cost of Debenture Capital, Cost of Preferential Capital, Cost of Term Loans, Cost of Equity Capital (Dividend discounting and CAPM model) - Cost of Retained Earnings. (Theory & Problem).			

	6	Determination of Weighted Average Cost of Capital (WACC) and Marginal Cost of Capital. (Theory & Problem). Case Study on WACC.			
	7	Capital Structure & Market Value of a Firm. Theories of Capital Structure – NI approach, NOI approach, Modigliani Miller approach, Traditional Approach (Theory & Problems)			
	8	Planning the Capital Structure: EBIT and EPS Analysis. ROI & ROE Analysis. (Theory & Problems).			
III	Investment Decisions		12		18
	9	Capital Budgeting process, Investment Evaluation Techniques			
	10	Net Present Value			
	11	Profitability Index			
	12	Internal Rate of Return			
	13	Modified Internal Rate of Return			
	14	Payback Period, Discounted Payback Period, Accounting Rate of Return			
	15	Risk Analysis in Capital Budgeting- Sensitivity Analysis, Scenario Analysis, Monte Carlo Simulation. (Numerical Problems).			
	16	Understanding the role of working capital in business, Factors			
IV	Dividend Decisions		12		18
	17	Dividend Policy, Types and Factors Influencing Dividend Decision			
	18	Theories of dividend policy: Relevance of Dividend Decision			
	19	Theories of dividend policy: Irrelevance of Dividend Decision			
	20	Walter's Model			
	21	Gordon's Model			
	22	Modigliani & Miller Approach			
V	Open Ended Module				
	1	Crisis Management Simulations: Develop role-playing exercises that place students amid a financial crisis scenario (e.g., a sudden market crash, a cybersecurity breach affecting financial data, or a liquidity crisis). Task them with developing and presenting crisis management strategies that include immediate responses and long-term financial planning to mitigate the impact.	12	10	
	2	Social Impact Investing Workshop: Organize workshops that introduce students to the concept of impact investing—investments made with the intention to generate positive, measurable social and environmental impact alongside a financial return. Students can work on projects that involve designing an			

		impact investment strategy for a hypothetical organization, emphasizing the alignment of financial returns with social goals.			
	3	Digital Currency and Payment Systems Seminar: Host a seminar series that covers the evolution and impact of digital currencies and new payment systems on traditional banking and financial transactions. Topics could include blockchain technology, the rise of cryptocurrencies, mobile payment innovations, and central bank digital currencies (CBDCs). Invite industry experts to provide insights and foster discussion among students on the future of money and payments.			

60 % Problem & 40 % Theory

Mapping of COs with PSOs and POs:

	PSO 1	PSO 2	PSO 3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	2	1	3	2	2	2	1	2	1	2
CO 2	2	3	1	3	2	3	1	2	2	1	3
CO 3	3	2	2	3	2	2	1	1	2	2	2
CO 4	2	3	1	3	2	1	2	1	1	2	1
CO 5	3	3	2	3	2	3	2	2	1	2	3

Correlation Levels:

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

Assessment Rubrics:

Mode of Assessment – CCA (Continuous Comprehensive Assessment) -

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

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

Programme	BBA
Course Code	BBA2CJ103/BBA2MN102
Course Title	Foundations for Business Analytics
Type of Course	Major/ Minor
Semester	2
Academic Level	100-199

Course Details	Credit	Lecture per week	Tutorial per week	Practicum per week	Total Hours
	4	4	-		60
Pre-requisites					
Course Summary	This course offers a comprehensive exploration of fundamental principles and advanced applications in business analytics. Beginning with the basics of probability, covering random experiments and sample spaces, the course progresses to delve into theoretical distributions, sampling methods, and estimation techniques. It places a strong emphasis on understanding various probability distributions and their practical implications in real-world scenarios. Overall, the course is designed to equip participants with a robust foundation in business analytics, fostering their ability to interpret and leverage data for informed decision-making in diverse professional environments.				

Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO 1	Demonstrate a sound understanding of fundamental Business Analytics concepts	U	C	Instructor-created exams / Quiz
CO 2	Develop proficiency in statistical analysis, including probability estimation using relative frequency, joint probability, and conditional probability	Ap	P	Practical Assignment / Observation of Practical Skills
CO 3	Apply probability concepts to make informed decisions in business contexts	Ap	P	Seminar Presentation / Group Tutorial Work
CO 4	Demonstrate competence in correlation analysis and comprehend regression analysis, in making managerial decision making	Ap	P	Instructor-created exams / Home Assignments
CO 5	Developing the ability to interpret and analyze index numbers to assess changes in prices, production, or other economic indicators in the real business scenario for decision making	Ap	P	Instructor-created exams / Home Assignments
CO 6	Developing the ability to use time series data to make predictions and forecasts for future trends and values	Ap	P	Seminar Presentation / Group Tutorial Work
* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)				

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

Detailed Syllabus:

Module	Unit	Content	Hrs (60)	Internal (30)	External (70)
I	Introduction to Business Analytics & Probability		12	20	16
	1	Business Analytics, Why Analytics, Types of Business Analytics.			
	2	Random Experiment, Sample Space, Event, Probability Estimation using Relative Frequency, Algebra of Events.			
	3	Fundamental Concepts in Probability – Axioms of Probability, Joint Probability			
	4	Marginal Probability, Independent Events, Conditional Probability, Application of Simple Probability, Bayes' Theorem			
II	Theoretical distributions		12		18
	5	Random Variables, Probability Density Function (PDF) and Cumulative Distribution Function (CDF) of a Continuous Random Variable			
	6	Binomial Distribution,			
	7	Poisson Distribution			
	8	Normal Distribution, Chi-Square Distribution, Student's t-Distribution, F-Distribution			
III	Sampling, correlation and regression analysis		12		18
	9	Sampling and Estimation			
	10	Population Parameters and Sample Statistic,			
	11	Sampling, Probabilistic Sampling, Non-Probability Sampling,			
	12	Sample Size Estimation for Mean of the Population, Estimation of Population Parameters			
	13	Central Limit Theorem			
	14	Correlation: - Meaning, significance and types; Methods of Simple correlation			
	15	Karl Pearson's coefficient of correlation, Spearman's Rank correlation			
	16	Regression -Meaning and significance			
17	Regression vs. Correlation - Linear Regression, Regression lines (X on Y, Y on X) and Standard error of estimate				
IV	Time Series and Index Number		12		18
	18	Meaning and Significance – Utility, Components of Time Series- Measurement of Trend: Method of Least Squares			
	19	Parabolic Trend and Logarithmic Trend-			
	20	Index Numbers: Meaning and Significance,			
	21	Problems in Construction of Index Numbers, Methods of Constructing Index Numbers – Weighted and Unweighted, Test of Adequacy of Index Numbers,			
	22	Chain Index Numbers			
V	Open Ended Module		12	10	

1	Analytics Case Competitions: Organize a case competition where students work in teams to solve a current business issue using analytics tools and methodologies. Companies could be invited to present actual challenges they are facing, and students would propose data-driven solutions.			
2	Data Visualization Challenges: Host challenges where students use tools like Tableau, Power BI, or Python libraries to create compelling visualizations from raw data. The best visualizations could be showcased to promote a culture of excellence and creativity.			
3	Analytics Blog or Newsletter: Students could contribute to a blog or newsletter dedicated to business analytics, writing about new tools, technologies, case studies, or their own project experiences.			

80% Problems and 20% Theory

Mapping of COs with PSOs and POs:

	PSO 1	PSO 2	PSO 3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	2	1	3	2	2	2	1	2	1	3
CO 2	2	3	1	3	2	3	1	2	2	1	3
CO 3	3	2	2	3	2	2	1	1	2	2	3
CO 4	2	3	1	3	2	1	2	1	1	2	2
CO 5	3	3	2	3	2	3	2	2	1	2	3
CO 6	3	2	1	3	2	2	2	1	2	1	2

Correlation Levels:

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

Assessment Rubrics:

Mode of Assessment – CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

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

Formative Assessment (FA)

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

REFERENCES

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

Programme	BBA
Course Code	BBA2FS112
Course Title	Spreadsheet Modelling for Business
Type of Course	SEC
Semester	2
Academic Level	100-199

Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	3	2	-	2	60
Pre-requisites	There are no prerequisites for this course.				
Course Summary	This Spreadsheet Modelling for Business course provides a comprehensive overview and hands-on experience in utilizing Microsoft Excel for effective business decision-making. The course provides a competitive edge by fostering practical application, making it an invaluable resource for professional development in today's data-driven business landscape.				

Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Comprehensive understanding of spreadsheet modelling techniques, ranging from basic functionalities to advanced tools and applications in business contexts.	U	C	Instructor-created exams / Quiz
CO2	Impart practical skills to efficiently use Excel for various analytical and modelling tasks.	Ap	P	Practical Assignment
CO3	Explore advanced analytics tools, and apply these skills to real-world business scenarios	Ap	P	Seminar Presentation / Group Tutorial Work
CO4	Apply learned skills to practical business scenarios, including contact management, marketing, customer and vendor management, sales reporting, and invoice preparation.	Ap	p	Instructor-created exams / Home Assignments
CO5	Enable students to integrate their broader business knowledge with spreadsheet modelling skills.	U	C	One Minute Reflection Writing assignments
* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)				

Detailed Syllabus:

Mod ule	Unit	Content	Hrs (60)	Inte rnal (25)	Exter nal (50)
I	Spreadsheet Modelling for Business		8	10	8
	1	Introduction to Spreadsheet- Functions of Spreadsheet- Spreadsheet Uses and Limitations.			
	2	Understanding Microsoft Excel, Excel Workbook Windows, Basic Spreadsheet Skills, Excel Help System, Opening and Closing and saving Workbooks.			
	3	Understanding Workbook File Formats, Creating New Workbooks, Selecting Cells, AutoSum and AutoFill Function, Cell Referencing and Request. Formatting Cells, Formatting Numbers, Placing Cell Alignment, Cell, Rows and Columns, Page Layouts in Excel.			
	4	Understanding Worksheets: Adding, moving and copying Worksheets, Editing, Copying and Moving Cells, Understanding Ribbons and Toolbar			
II	Entering Formulas into Excel		10		12
	5	Entering Formulas into Excel			
	6	Control-Flow Statements-Charts in Excel- Dash Board- Sensitivity Analysis.			
	7	Creating Tornado Diagrams, Pivot Tables and charts.			
	8	Modelling with IFPS and VBA			
III	Matrix Operations		11		15
	9	Matrix Operations			
	10	Regression Analysis			
	11	Macros - Recording and Editing			
	12	Lookup and Reference Functions			
	13	DCF-NPV and IRR Function			
	14	Data Tables			
	15	Database Manipulation			
	16	Workbook Sharing & Merging- Customizing Toolbars and Menus			
17	User-Defined Functions- Matrix Operations in Excel- Auditing Tools				
IV	Pivot tables		11		15
	18	Using Pivot tables			
	19	Slicers -Report Filters for basic analytics, Contact Management and Marketing with Excel.			
	20	Managing Customers, Vendors and Employees, Gaining Product and Service Insights.			
	21	Sales reports using Excel			
	22	Supervising Sales with Excel, Preparing Invoices.			
V	Practicum		20	15	
	1	Practical Sessions by using Spreadsheet Softwares			
	2	Spreadsheet Modeling Contests: Host competitions where students are given a set of data and a business problem to solve within a limited time. This could be done individually or in teams.			
	3	Industry Expert Sessions: Invite business professionals who use spreadsheet modelling in their work to share their experiences, challenges, and tips.			

Mapping of COs with PSOs and POs:

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

Correlation Levels:

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

Assessment Rubrics:

Mode of Assessment – CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- Written test
- Open book test
- Laboratory report
- Problem based assignments
- Individual project report
- Case study report
- Team project report
- Literature survey
- Standardized Test

Formative Assessment (FA)

- Practical Assignment
- Viva
- Quiz
- Interview

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

REFERENCES

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

Programme	BBA				
Course Code	BBA3CJ201				
Course Title	Domestic Logistics Management				
Type of Course	Major				
Semester	3				
Academic Level	200 – 299				
Course Details	Credit	Lecture per week	Tutorial per week	Practicum per week	Total Hours
	4	4	-		60
Pre-requisites					
Course Summary	This course focuses on developing a strong understanding of cost, revenue, and profit in a business, as well as recording and interpreting financial data. It provides students with the necessary knowledge and skills to communicate effectively using financial data.				

Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Able to build strong foundation on theories, principles, and practices of Domestic Logistics Management	U	C	Instructor-created exams / Quiz
CO2	Able to solve the logistics problems and explore the opportunities and challenges in Domestic Logistics of the organization.	Ap	P	Practical Assignment / Observation of Practical Skills
CO3	Able to analyse and apply Logistic Strategies that foster a culture of	Ap	P	Seminar Presentation /

	innovation within an entrepreneurial environment.			Group Tutorial Work
CO4	Able to acquire a comprehensive understanding of the challenges and strategies involved in managing Logistics across Domestic and Global	U	C	Instructor-created exams / Home Assignments
CO5	Able to possess the knowledge and skills to integrate social and ethical consideration into Logistics in Decision making.	Ap	P	One Minute Reflection Writing assignments
CO6	Able to proficient in leveraging technology for Logistics function and will gain expertise in implementing digital tools for planning and minimizing cost.	Ap	P	Viva Voce
* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)				

Detailed Syllabus:

Module	Unit	Content	Hrs (60)	Internal (30)	External (70)
I	Basics of Domestic Logistics: Planning and Resourcing		12	20	17
	1	Planning and Resourcing: Need for Planning, Fleet management,			
	2	Main types of road freight transport			
	3	Transport resource requirements, Vehicle Routing and Scheduling Issues			
	4	Data requirement			
	5	Manual methods of Vehicle Routing and Scheduling			
	6	Computer Routing and Scheduling			
	7	Information System Applications –GPS –RFID.			
II	Domestic Logistics Operations		12	20	17
	8	Vehicle Selection: Types of Vehicles, Types of Operations			
	9	Load Types and Characteristics, Main Types of Vehicle Body			
	10	Implications of Vehicle Selection, Vehicle acquisition			
	11	Difference between Domestic and International Logistics Operations			
III	Documentation in Logistics		12	20	18
	12	Documenting and Information Flow: Advices, Planning, FTL, LTL			
	13	Documentation, Road Receipts / Truck Receipts / Way Bills (RR / LR)			
	14	Consignment Note CMR (EU & Canada)			
	15	Booking, Invoicing & Information Flow			
	16	Long Haul, Coordination with Terminals			

	17	Exceptional Loads (Project Cargo)			
	18	Driver licensing, Driver's Hours regulations, Road Transport Directive			
IV	Costing System in Logistics		12	18	
	19	Vehicle Costing: Reasons for Road freight transport vehicle Costing			
	20	Main types of costing systems, Vehicle standing costs, Vehicle running costs			
	21	Overhead Costs, Costing the total transport operation			
	22	Whole life costing, Vehicle Cost Comparisons, Zero-Based Budget.			
V	Open Ended Module		12	10	
	1	Case Study			
	2	Field visit, Industrial visit			
	3	Introduction of Software Packages			
	4	Collaborative Projects: Assign semester-long projects where students work in teams to design a comprehensive logistics plan for a hypothetical or real company.			
	5	Logistics Tools and Technology: Conduct workshops on the use of logistics software and technologies, such as Transportation Management Systems (TMS), Warehouse Management Systems (WMS), and Geographic Information Systems (GIS) for route planning.			

Mapping of COs with PSOs and POs:

	PSO 1	PSO 2	PSO 3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	2	1	2	3	1	1	1	2	2	3
CO 2	3	3	2	3	2	3	2	1	2	2	3
CO 3	2	3	3	2	1	3	3	2	3	2	3
CO 4	3	3	3	3	3	3	2	3	2	3	2
CO 5	2	1	2	1	3	2	2	2	3	1	3
CO 6	3	3	3	1	2	2	3	3	3	3	2

Correlation Levels:

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

Assessment Rubrics:

Mode of Assessment – CCA (Continuous Comprehensive Assessment) -

1. Summative Assessment (SA)
 - a. Written test
 - b. Open book test
 - c. Laboratory report
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 - b. Viva
 - c. Quiz
 - d. Interview
 - e. Class Discussion
 - f. Seminar
 - g. Group Tutorial work
 - h. Home assignments
 - i. Self and peer Assessments
 - j. Oral presentations
 - k. Observation of practical skills

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

Programme	BBA				
Course Code	BBA3CJ202				
Course Title	Business And Corporate Regulations				
Type of Course	Major				
Semester	3				
Academic Level	200-299				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4	-	-	60
Pre-requisites					
Course Summary	This course aims to introduce the students to the regulatory framework of Indian business, to enable students to understand the different laws that affect business and to expose the students to the various nuances of operating business activities and the legal compliances pertaining to them.				

Course Outcomes (CO):

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

Detailed Syllabus:

Module	Unit	Content	Hrs (60)	Internal (30)	External (70)
I	Business Laws		10	20	16
	1	Introduction –Nature of Business Law – Meaning and definition			
	2	Indian Contract Act, 1872: Contract: - Definition, Essentials of Valid Contract			
	3	Classification of Contracts			
	4	Offer and Acceptance, Consideration, Capacity to Contract, Free Consent, Coercion, Undue influence			
	5	Misrepresentation, Fraud, Mistake, Void Agreements,			
	6	Discharge of Contract, Breach of Contract and Remedies			
	7	Contingent Contracts, Quasi Contract			
II	Sale Of Goods Act 1930		10		18
	8	Contract for Sale of Goods, Essentials of a Contract of Sale, Conditions and Warranties			
	9	Caveat Emptor – Sale by non-owners – Rules as to Delivery of goods – Un Paid Seller and his rights.			
III	Introduction To Companies Act 2013 And Corporate Incorporation		18		18
	10	Introduction to Companies Act, 2013: Objects of the Act – Salient features of the Act			
	11	Meaning and definition of company, Features			
	12	Kinds of Companies: Private Company, Public Company Associate Company, Dormant Company - One Person Company, Small Company, Government Company, Lifting of Corporate Veil.			
	13	Certificate of Incorporation - Memorandum and Articles of Association			
	14	Doctrine of Ultra Vires, Doctrine of Indoor Management			
	15	Directors: Appointment, Removal			
	16	Position, Powers, and Duties of Directors.			
	17	Company Secretary: Qualification, Appointment and Duties			
	18	Officer who is in default: Definition of Officer who is in default			
	19	Liability of Independent Directors.			
IV	Corporate Liquidation		10		18
	20	Winding up of Companies: Mode of winding up of the companies			
	21	Compulsory Winding up under the Order of the Tribunal Voluntary winding up			
	22	Contributories - Payment of Liabilities			
V	Open Ended Module		12	10	

	1	<ul style="list-style-type: none"> • Case Study Analysis: Students are given case studies of landmark legal cases or recent legal disputes involving corporate regulations. They analyse the cases, focusing on the legal principles involved, the decisions made, and their implications for the business environment. • Legislation Drafting Workshop: Students are tasked with drafting a piece of legislation or regulatory guidelines for emerging industries (e.g., fintech, cryptocurrency, e-commerce) or for addressing contemporary issues (e.g., data privacy, corporate social responsibility). • Legal Research Project: Assign a research project where students investigate and report on the evolution of a particular area of corporate law, comparing different jurisdictions or analysing the impact of a significant regulatory change. 			
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Mapping of COs with PSOs and POs:

	PSO 1	PSO 2	PSO 3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	2	2	2	2	2	1	2	2	2	2
CO 2	1	1	3	3	2	2	1	3	2	3	3
CO 3	1	1	2	2	2	2	1	2	2	2	2
CO 4	1	1	1	1	2	2	1	1	2	1	1
CO 5	1	1	3	3	2	2	1	3	2	3	3

Correlation Levels:

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

Assessment Rubrics:

Mode of Assessment – CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

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

Formative Assessment (FA)

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

REFERENCES

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

SUGGESTED READINGS:

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

Programme	BBA				
Course Code	BBA3CJ203/BBA3MN201				
Course Title	Human Resource Management				
Type of Course	Major / Minor				
Semester	3				
Academic Level	200-299				
Course Details	Credit	Lecture per week	Tutorial per week	Practicum per week	Total Hours
	4	4	-	0	60
Pre-requisites					
Course Summary	<p>This introductory course is designed to offer students a comprehensive overview of Human Resource Management (HRM) and its critical role in today's dynamic business environment. Emphasizing a blend of theoretical knowledge and practical skills, the course aims to equip students with an understanding of the fundamental principles of HRM, including recruitment, selection, training and development, performance management, employee relations, and compensation management. Through a creative and interactive learning approach, students will engage in case studies, simulations, and project-based activities, enabling them to link HRM practices to organizational strategy and performance. This course seeks to foster critical thinking, ethical decision-making, and innovative problem-solving skills among students, preparing them for effective HRM in diverse and globalized workplaces.</p>				

Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
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CO1	Able to build strong foundation on theories, principles, and practices of Human Resource Management	U	C	Standardized Test
CO2	Able to solve the human resource problems and explore the opportunities and challenges in human resource of the organization.	Ap	P	Observation and Practical Skills
CO3	Able to analyse and apply HR Strategies that foster a culture of innovation within an entrepreneurial environment.	Ap	P	Classroom Discussion
CO4	Able to acquire a comprehensive understanding of the challenges and strategies involved in managing human resource across diverse culture (Inter culture, cross culture and global)	U	C	Standardized Test
CO5	Able to possess the knowledge and skills to integrate social and ethical consideration into HR Decision making.	Ap	P	Case Study
CO6	Able to proficient in leveraging technology for HR function and will gain expertise in implementing digital tools for recruitment and learning & development.	Ap	P	Observation and Practical Skills
* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)				

Detailed Syllabus:

Module	Unit	Content	Hrs	Internal	External
			60	30	70
I	Understanding the Nature and Scope of Human Resource Management		12	20	16
	1	Nature of HRM, HRM Functions, Objectives of HRM			
	2	Personnel Policies and Principles,			
	3	HRM Models: Harvard, Guest, Warwick, Ulrich Models			
	4	Human Capital Management,			
	5	Jobs in HRM, Internal & External Forces			
II	HR Planning		12	20	18
	7	Forecasting future workforce needs, Conducting job analysis and job design, job evaluation & its process			
	8	Role of Job descriptions and Specifications, Recruitment Methods and Sources			
	9	Selection Processes and Techniques, Interviewing Skills and Techniques			
	10	Placement, Employee Onboarding, Training & Development			
III	Training & Development		12		18

	11	Identifying Organizational Needs, Orientation, Training & its Process,			
	12	Development: On the Job & Off the Job Management Development Programmes (MDP), Executive Development Programme (EDP)			
	13	Career Development, Role & Challenges of Career Development,			
IV	Organizational Culture & Emerging Trends		12		18
	14	Performance Management: Nature, Objectives, Performance appraisal, Principles, Legal Aspects of Appraisal			
	15	Employee engagement: Nature, Type, Drivers			
	16	Compensation management: Nature, Components, Theories, Factors			
	17	Feedback and Improvement Strategies			
	18	Performance Improvement and Corrective Action			
	19	Components of Pay: Salary, Incentives, Bonus, Commission, Perks, Others			
	20	Separation: Nature & Types, Transfer, Conflict: Nature, Causes & Resolving Conflict			
	21	Global HRM: Domestic Vs International, Recruitment & Selection in International HRM, Different Approaches, HCN, PCN, TCN			
	22	Expatriate & its Role, Repatriation, Inpatriation, Challenges in IHRM			
	23	Multi Culturalism, HRM and MSME: HR Strategies for MSME, Problems & Challenges			
	24	HR Information System & Ethical aspects of HRM			
V	Open Ended Module		12	10	
	1	Role-Playing Exercises: Organize role-playing exercises where students assume the roles of HR professionals, employees, or management facing various HR-related situations, such as conducting job interviews, negotiating salaries, or managing conflicts.			
	2	Guest Speaker Sessions: Invite HR professionals from diverse industries to share their experiences, challenges, and best practices in HRM.			
	3	Case Study Analysis: Use case studies of organizations facing HR challenges to encourage critical thinking and application of HRM theories. Students can work in groups to analyse cases, propose solutions, and present their findings, fostering teamwork and analytical skills.			
	4	HR Policy Design Project: Assign students to design an HR policy for a hypothetical organization, covering aspects such as recruitment, diversity and inclusion, performance management, and employee engagement.			
	5	Workplace Diversity Workshop: Conduct workshops on managing diversity and inclusion in the workplace. Activities can include discussions, simulations, and			

		exercises designed to raise awareness and promote understanding of diversity issues in HRM.			
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Mapping of COs with PSOs and POs:

	PSO 1	PSO 2	PSO 3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	2	1	2	3	1	1	1	2	2	2
CO 2	3	3	2	3	2	3	2	1	2	2	3
CO 3	2	3	3	2	1	3	3	2	3	2	2
CO 4	3	3	3	3	3	3	2	3	2	3	1
CO 5	2	1	2	1	3	2	2	2	3	1	3
CO 6	3	3	3	1	2	2	3	3	3	3	3

Correlation Levels:

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

Assessment Rubrics:

Mode of Assessment – CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- a. Written test
- b. Open book test
- c. Laboratory report

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

Formative Assessment (FA)

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

REFERENCES

1. Aswathappa, K. Human resource management (8th ed.). McGraw Hill.
2. Dessler, G. Fundamentals of human resource management. Pearson.
3. DeCenzo, D. A., Robbins, S. P., & Verhulst, S. L. Human resource management.
4. Rao, V. S. P. Human resource management. Excel Books.
5. Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. Fundamentals of human resource management. McGraw Hill.

Programme	BBA				
Course Code	BBA3CJ204/BBA3MN202				
Course Title	Strategic Cost Analysis				
Type of Course	Major/Minor				
Semester	3				
Academic Level	200-299				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4	-	-	60
Pre-requisites					
Course Summary	This course aims to equip students with the necessary skills to effectively understand and apply management accounting principles in business decisions. As the course progresses, students will gain a comprehensive understanding of cost concepts, budgeting, and decision-making processes. They will learn how to interpret, analyze, and make decisions using management accounting information. This course will provide students with practical experience in management accounting, preparing them for roles in financial analysis, management, and consulting.				

Course Outcomes (CO):

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

Detailed Syllabus:

Module	Unit	Content	Hrs (60)	Internal (30)	External (70)
I	Introduction to Cost Accounting		5	20	16
	1	Cost: Definition, Meaning and Scope			
	2	Cost classification, Elements of Cost, Cost units, Cost Centre, Types			
	3	Cost Sheet, Preparation of Cost Sheet (Simple Problems only)			
	4	Methods and Techniques of Costing, Management Accounting: Meaning and Scope Objectives			
	5	Cost Accounting: Definition, Meaning, Scope & Importance Management Accounting: Definition, Meaning, Scope & Importance			
	6	Difference between Cost Accounting, Financial Accounting and Management Accounting.			
II	Material Labour and Overheads accounting and analysis		17		18

	7	Materials Control – Concept and Techniques, Procurement Procedures			
	8	Methods of Purchasing, Issue of Material; Stock Verification, Methods of Pricing of Material: FIFO, LIFO, Simple Average, Weighted Average			
	9	Accounting and Control of Material Losses, Inventory Management, and its technique. (Simple Problems Only)			
	10	Meaning and Classification of Labour Costs, Control of Labour Costs: Time Keeping and Time Booking, Payroll Procedures, Time Recording, Overtime and Idle Time, Labour turnover and Remedial Measures (Simple Problems Only)			
	11	Overhead- Meaning and Definition, Concepts of Overhead Allocation, Apportionment and Absorption of Overheads. (Simple Problems Only)			
III	Decision Making with Management Accounting Information		17		18
	12	Process Costing, Meaning, Features Normal and Abnormal Loss			
	13	Marginal Costing- Concept-Meaning and Computation of contribution, PV ratio, Margin of Safety			
	14	BEP- Construction of Break-Even Chart - Profit Planning			
	15	Cost Volume Profit Analysis			
	16	Standard Costing			
	17	Variance Analysis for Materials, Labour and Overheads and Accounting Treatment of Variances			
	18	Activity-Based Costing (ABC), Relevant costing for decision making			
IV	Budgeting and Control		9		18
	19	Budgetary Control: Concepts of Budget and Budgetary Control			
	20	Types of Budgets, Fixed and Flexible and Cash Budgets			
	21	Preparation and Interpretation of Cash, Flexible and Fixed Budget			
	22	Zero Base Budgeting			
V	Open Ended Module			10	
		<ul style="list-style-type: none"> • A session with an industry expert to discuss real-world applications and trends in Management Accounting • Hands-on: Reading and Interpreting Simple Cost Sheets • Hands-on: Making decisions using CVP analysis and relevant costing • Hands-on: Calculating and analysing costs using ABC 	12		

		<ul style="list-style-type: none"> Hands-on: Preparing budgets and performing variance analysis 			
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(Theory and Problems may be in the ratio of 30% and 70% respectively)

Mapping of COs with PSOs and POs:

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

Correlation Levels:

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

Assessment Rubrics:

Mode of Assessment – CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

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

Formative Assessment (FA)

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

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

REFERENCES

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

SUGGESTED READINGS:

1. "Strategic Management Accounting: How Far Have We Come in 25 Years?" by Kim Langfield-Smith, Journal of Management Accounting Research
2. "The Role of Activity-Based Costing in Strategic Cost Management: A Case Study" by Kaplan, R.S., and Anderson, S.R., Accounting, Organizations and Society
3. "Value Chain Analysis in Strategic Cost Management: A Critical Review" by Michaela Blahová, Procedia Economics and Finance
4. "Integrating Strategic Cost Management with Enterprise Risk Management: A Conceptual Framework" by Smith, M., and Goddard, A, Management Accounting Research
5. "Cost Management, Strategic Orientations and Value Creation in a Global Context" by Dossi, A., and Patelli, L., European Accounting Review
6. "Strategic Cost Analysis for Competitive Advantage: An Overview" by Shank, J.K., and Govindarajan, V, Journal of Cost Management

Programme	BBA				
Course Code	BBA3FS113				
Course Title	Skills For Employability				
Type of Course	SEC				
Semester	3				
Academic Level	200 – 299				
Course Details	Credit	Lecture per week	Tutorial per week	Practicum per week	Total Hours
	3	2	-	2	60
Pre-requisites					

Course Summary	This comprehensive employability course is designed to empower students with essential skills for a successful transition into the workforce. Covering career exploration and planning, job search strategies, professional communication, critical thinking, adaptability, and digital literacy, the curriculum integrates theoretical concepts with practical applications. Students will develop effective resumes and cover letters, master job search techniques, and enhance their communication and collaboration skills. The course emphasizes the importance of adaptability, resilience, and ethical considerations in the workplace, while also focusing on time management, organization, and the cultivation of professional networks. With an emphasis on continuous learning and personal development, students will be well-prepared to navigate the complexities of the job market, contribute meaningfully to their chosen professions, and foster a mindset of lifelong learning.
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Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Construct effective Resume and Cover Letter Development.	U	C	Practical Assignment / Observation of Practical Skills
CO2	Enhance Proficient Job Search Strategies	Ap	P	Seminar Presentation / Group Tutorial Work
CO3	Fostering Professional Communication Skills:	Ap	P	Seminar Presentation / Group Tutorial Work
CO4	Development of Critical Thinking and Problem-Solving Competence	U	C	Practical Assignment / Observation of Practical Skills
CO5	Ensuring Adaptability and Resilience in the Workplace	Ap	P	Seminar Presentation / Group Tutorial Work
CO6	Excelling in Strategic Online Presence and Networking Mastery	Ap	P	Seminar Presentation / Group Tutorial Work

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

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

Detailed Syllabus:

Module	Unit	Content	Hrs (60)	Internal (25)	External (50)
I	Career Exploration and Planning		7	10	12
	1	Self-assessment tools for identifying Strengths, Interests, and Values Personality Assessments, Skills Inventory			
	2	Development of Personalized Career Plans aligned with Individual Aspirations, Goal-setting Strategies			
	3	Creation of Career Development Plan, Significance of Mentorship and Guidance			
	4	Understanding Market Trends and Demands for Career Decision-Making, Market Analysis Trend Analysis			
II	Job Search Strategies		7		12
	5	Crafting Effective Resumes and Cover letters, Resume Building, Cover Letter Writing, Feedback, Grievances Handling			
	6	Strategic Online Presence for Career Advancement, Immersive Exploration of Job Search Platforms			
	7	Leveraging multimedia elements for Online Persona, Utilization of Advanced Search Features, Industry Influencers			
	8	Integration of Technology in Career Research and Planning, Online Platforms for Career Exploration, LinkedIn portfolios and Digital Resumes			
III	Professional Communication		8		13
	9	Effective written communication in a professional context Business writing skills - Email etiquette and formal communication - Documenting and reporting			
	10	Business Etiquette and Workplace Communication Protocols, Understanding Office Culture			
	11	Enhancing Verbal Communication skills for Effective Collaboration Public Speaking Skills, Team Communication			
	12	Presentation Skills			
	13	Conflict Resolution Skills			
	14	Cross-cultural communication and its Importance in a Globalized Workplace - Cultural Sensitivity, Developing a Global Mindset			
IV	Critical Thinking and Problem-Solving		8		13
	15	Developing Analytical and Critical thinking skills			
	16	Problem-Solving Methodologies– Real-World Problem-Solving Scenarios			
	17	Decision-Making Processes in Professional Scenarios,			
	18	Decision-Making Frameworks			

	19	Techniques for Decision Making, Ethical Decision-Making			
	20	Critical evaluation of Information and Data - Information Literacy Skills			
	21	Evaluation of the Credibility of Sources			
	22	Creativity and Innovation in addressing Workplace Challenges -			
V	Practicum		30	15	
	1	Professional Pitch Competition: Organize a competition where students develop and present a pitch about themselves, highlighting their skills, experiences, and unique value proposition to potential employers.			
	2	Digital Portfolio Development: Encourage students to create digital portfolios showcasing their academic projects, internships, volunteer experiences, and skills.			
	3	Professional Networking Events: Host networking events or "speed networking" sessions with alumni, industry professionals, and employers.			
	4	Soft Skills Workshops: Conduct workshops focused on developing soft skills such as emotional intelligence, conflict resolution, time management, and adaptability. Incorporate role-playing scenarios, group discussions, and reflective exercises to engage students in active learning.			
	5	Personal Branding and Online Presence Workshop: Offer workshops on building a professional online presence, including LinkedIn profile optimization, professional blogging, and the effective use of social media for career development.			

Mapping of COs with PSOs and POs:

	PSO 1	PSO 2	PSO 3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	2	1	2	2	2	2	1	2	1	2
CO 2	3	3	2	3	2	3	1	2	2	1	3
CO 3	3	3	2	3	2	2	1	1	2	2	2
CO 4	2	2	2	2	2	1	2	1	1	2	1

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

Correlation Levels:

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

ASSESSMENT RUBRICS:

Mode of Assessment – CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

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

Formative Assessment (FA)

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

REFERENCES

1. Locker, K. O., & Kaczmarek, S. K. (Year). Business Communication: Building Critical Skills. McGraw-Hill Education.
2. Reardon, R. D., Lenz, J. G., & Sampson, J. P., Jr. (Year). Career Development and Planning: A Comprehensive Approach. Cengage Learning.

3. Rose, E., & Stanton, P. (Year). *Employment Relations: Theory and Practice*. McGraw-Hill Education.
4. Chesebro, J. L., & Jaeger, A. J. (Year). *Professional Communication at Work: Interpersonal Strategies for Career Success*. Routledge.
5. David, F. R., & David, F. R. (Year). *Strategic Management: Concepts and Cases*. Pearson.
6. Dessler, G. (Year). *Human Resource Management*. Pearson.
7. Velasquez, M. G. (Year). *Business Ethics: Concepts and Cases*. Pearson.

SUGGESTED READINGS:

A-BOOKS

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

B-ARTICLES

1. "The Impact of Soft Skills on Employability", Journal: *Journal of Vocational Behavior*
2. Author: David Blustein, Ronald L. Jacobs, or Jia Wang.
3. "Innovations in Career Development for Enhancing Employability", Journal: *Career Development International*, Author: Wendy Patton, Wendy Hirsh, or Jenny Bimrose
4. "The Role of Education and Training in Improving Employability", Journal: *Higher Education Research & Development*, Author: Tony Watts, Deirdre Hughes, or Lorna Unwin.
5. "Employability in the Digital Age: Skills and Competencies Required", Journal: *International Journal of Human Resource Management*, Author: Peter Sloane, Phillip Brown, or Sally-Anne Barnes.
6. "Assessment and Measurement of Employability Skills", Journal: *Assessment & Evaluation in Higher Education*, Author: Trudy S. Knowles, Ronald S. Landis, or Joy Beatty.

Programme	BBA				
Course Code	BBA4CJ205				
Course Title	Decision Science				
Type of Course	Major				
Semester	4				
Academic Level	200-299				
Course Details	Credit	Lecture per week	Tutorial per week	Practicum per week	Total Hours
	4	4	-		60
Pre-requisites					

Course Summary	This course focuses on helping the students to gain knowledge about various concepts of Operations Research and to identify and develop operational research models from the verbal description of the real system and train them to apply the operations research tools that are needed to solve optimization problems.
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Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	To develop an understanding of basic management science techniques and their role in managerial decision-making	U	C	Instructor-created exams / Quiz
CO2	To help the students to translate business situation into quantitative models for optimal decision making	Ap	P	Practical Assignment / Observation of Practical Skills
CO3	Building capabilities in the students for analyzing different situations in the industrial/ business scenario involving limited resources and finding the optimal solution within constraints.	Ap	P	Seminar Presentation / Group Tutorial Work
CO4	To familiarize the students with the scope and applications of OR tools in Managerial decision making	U	C	Instructor-created exams / Home Assignments
CO5	To apply these techniques constructively to make effective business decisions.	Ap	P	One Minute Reflection Writing assignments
CO6	To develop mathematical models for a real-life situation and problems in Business and Management	Ap	P	Viva Voce
* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)				

Detailed Syllabus:

Module	Unit	Content	Hrs (60)	Internal (30)	External (70)
I	Introduction to Operations Research		10	20	16
	1	Operations Research - Meaning, Scope and Limitations Methodology of OR			
	2	OR models, Applications of OR, Importance of Ethics in			

		OR			
	3	Methodology of OR			
	4	Importance of Ethics in OR			
	5	Linear Programming – Basic Concepts, Application in Management Decision-Making			
	6	Mathematical Formulation, Graphical Solution Model			
II	Transportation and Assignment Problems		8		18
	7	Transportation Problem - Initial Basic Feasible Solution (North West Corner Rule, Vogels Approximation Method).			
	8	Test for Optimality (The Modified Distribution (MODI) Method)			
	9	Assignment Problem – Introduction, Solution Methods (Hungarian Method)			
	10	Maximization in Assignment Problem – Unbalanced Assignment Problem			
	11	Travelling Salesman Problem			
III	Network Analysis		10		18
	12	Network Analysis – Introduction, Rules for constructing a Network, Different Time Calculations.			
	13	CPM and PERT - Time Estimation, Critical Path			
	14	Merits and Demerits of CPM & PERT			
	15	Difference between PERT and CPM			
IV	Business in the Factor Market		12		18
	16	Decision Theory- Decisions under Certainty, Uncertainty			
	17	Risk and Conflict, Payoff Matrix, Decision Tree			
	18	Game Theory - Concept and Definition			
	19	Solution Methods of Pure Strategy games (with Saddle Point)			
	20	Theory of Replacement: Introduction			
	21	Replacement Models			
	22	Replacement of items that deteriorates gradually (value of money does not change with time)			
V	Open Ended Module		12		
		<ul style="list-style-type: none"> Familiarization with Project Management Software Packages Decision Science Hackathons: Organize hackathons where students form teams to tackle a complex decision-making problem within a limited time frame. This could involve developing a business strategy, designing a solution to a social issue, or creating a new product concept. 			

Mapping of COs with PSOs and POs:

	PSO 1	PSO 2	PSO 3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	3	2	2	3	3	1	2	1	2	2
CO 2	3	3	2	2	3	3	1	2	1	3	3
CO 3	3	3	2	2	3	3	1	2	1	3	2
CO 4	3	3	2	2	3	3	1	2	1	2	1
CO 5	3	3	2	3	3	3	1	2	1	3	3
CO 6	2	2	3	2	2	3	1	1	2	2	

Correlation Levels:

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

Assessment Rubrics:

Mode of Assessment – CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

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

Formative Assessment (FA)

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

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

REFERENCES

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

SUGGESTED READINGS:

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

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

2 https://nptel.ac.in/content/syllabus_pdf/111105077.pdf

Programme	BBA				
Course Code	BBA4CJ206				
Course Title	Organizational Behaviour				
Type of Course	Major				
Semester	4				
Academic Level	200 -299				
Course Details	Credit	Lecture per week	Tutorial per week	Practicum per week	Total Hours
	4	3	-	2	75
Pre-requisites					
Course Summary	Organizational Behavior in Bachelor of Business Administration is designed to provide students with a comprehensive understanding of the dynamics within organizations. Delving into the intricacies of human behavior in workplace settings, the curriculum covers key principles such as motivation, leadership, communication, team dynamics, and				

	organizational culture. With a focus on developing practical skills and fostering a deep appreciation for the impact of human behavior on organizational performance, this course aims to prepare students for effective leadership and management roles in diverse professional environments.
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Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Cultivate a Positive Organizational Culture	U	F	Instructor-created exams / Quiz
CO2	Apply Organizational Behaviour Concepts to Real-world Scenarios	Ap	C	Seminar Presentation / Group Tutorial Work
CO3	Navigate Organizational Change Effectively	Ap	C	Seminar Presentation / Group Tutorial Work
CO4	Develop Ethical Leadership Practices	U	P	Practical Assignment / Observation of Practical Skills
CO5	Analyse and Improve Organizational Dynamics	Ap	M	Assignments/ Debates/Open Book Examination
* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)				

Detailed Syllabus:

Module	Unit	Content	Hrs (75)	Internal (30)	External (70)
I	Foundations of Organizational Behaviour		11	10	16
	1	Definition and Evolution - Significance and Scope - Historical Development			
	2	Current Trends in Organizational Behaviour - Challenges and Opportunities in the Field			
	3	Theoretical Perspectives in Organizational Behaviour - Classical Management Theories - Modern Theories			

	4	Applications of Organizational Behaviour in Real-world- Emerging Areas and Future Directions -			
	5	The Impact of Technology on Organizational Behaviour			
	6	Sustainable and Ethical Practices - Remote Work and Virtual Teams			
II	Individual Behaviour in Organizations		11		18
	7	Theories of Personality – Psychoanalytic Theory – Trait Theory - Individual Differences in the Workplace – - Perception			
	8	Motivational Theories – Maslow’s Hierarchy of Needs – Herzberg’s Two Factor Theory – Equity Theory Factors Influencing Job Satisfaction			
	9	Theories of Learning – Behaviourism – Cognitive learning Theory – social learning Theory - Decision-Making Models -Rational Decision-Making Model- Bounded Rationality Model – Intuitive Decision-Making Model			
	10	Understanding Emotional Intelligence - Importance of Emotional Intelligence at Work - Developing Emotional Intelligence			
III	Group Dynamics and Team Building		11		18
	11	Group Formation and Development - Stages of Group Development- Group Norms and Roles			
	12	Team Building and Effectiveness - Characteristics of High-Performing Teams - Team Building Strategies – Conflict Resolution & Collaboration Techniques – Types of Conflict in Teams – Conflict resolution Strategies in Teams			
	13	Leadership Theories - Contingency theory - Transformational theory - Transactional leadership theory - Behavioral leadership theory. Leadership Styles - Autocratic Leadership - Democratic Leadership -Laissez-Faire Leadership - Participative Leadership - Coaching Leadership - Affiliative Leadership - Transformational Leadership - Situational Leadership.			
IV	Communication and Conflict Resolution		12		18
	15	Effective Communication in Organizations - Barriers to effective communication - Technology and Non-Verbal Communication			

	16	Conflict and Negotiation - Causes of Conflict- Conflict Resolution Strategies - Principles of Negotiation			
	17	Understanding Organizational Culture - Managing Organizational Change - Resistance to Change and Mitigation Strategies			
	18	Effective Feedback and Performance Communication- The Importance of Feedback in Organizations			
	19	Constructive Feedback Techniques			
	20	Strategic Internal and External Communication – Need & Importance - Features			
	21	External Communication Strategies			
	22	Internal Communication Planning			
V	Practicum		30	20	
	1	Case Study Competitions: Organize competitions where students work in teams to analyse and present solutions to real-world organizational behaviour cases. These cases can be drawn from contemporary issues facing organizations, encouraging students to apply theoretical concepts to solve current challenges.			
	2	Digital Storytelling Projects: Encourage students to create digital stories or podcasts that explore key organizational behaviour concepts through real-life stories or interviews with professionals.			
	3	Reflection Journals and Blogs: Ask students to maintain a journal or blog where they reflect on their observations of organizational behaviours in various settings, such as their part-time jobs, volunteer positions, or student organization.			
	4	International Collaboration Projects: Use online platforms to partner with students from universities in different countries to work on projects that examine organizational behaviours in a cross-cultural context.			

Mapping of COs with PSOs and POs:

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

Correlation Levels:

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

ASSESSMENT RUBRICS:

Mode of Assessment – CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

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

Formative Assessment (FA)

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

- k. Observation of practical skills

REFERENCES

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

SUGGESTED READINGS:

A-BOOKS

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

B-ARTICLES

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

Programme	BBA
Course Code	BBA4CJ207
Course Title	Entrepreneurship Essentials
Type of Course	Major

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

Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Provide knowledge on the basic concepts and terms related to Innovation and entrepreneurship, Entrepreneur, characteristics, traits, theories, concept of innovation, entrepreneurship environment, sources of ideas, starting a business, sources of funds, government support for entrepreneurship	U	C	Instructor-created exams / Quiz
CO2	Develop application skills in entrepreneurship based on the understanding of the different contents delivered to apply them with illustrations and cases.	Ap	P	Practical Assignment / Observation of Practical Skills
CO3	Analyse the business environment to identify business opportunities and identify the elements of success of entrepreneurial ventures by considering the legal and financial conditions for starting a business.	Ap	P	Seminar Presentation / Group Tutorial Work
CO4	To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively.	U	C	Instructor-created exams / Home Assignments
CO5	Classify the various sources of business finance and identify the different institutions that supporting entrepreneurs.	Ap	P	One Minute Reflection Writing assignments
CO6	Generate new business ideas and create business plans and proposals	Ap	P	Viva Voce

	for starting business or business expansion/diversification			
* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)				

Detailed Syllabus:

Module	Unit	Content	Hrs (75)	Internal (30)	External (70)
I	Introduction to Entrepreneurship		11	10	16
	1	Understanding: Meaning, Characteristics,			
	2	Functions, Types of Entrepreneurs			
	3	Need for Entrepreneurship Development. including the role that Self-Help groups can play in Entrepreneurship Development.			
	4	Entrepreneurial Motivation: Theories related to Entrepreneurial Motivation, such as the Need for Achievement Theory, McClelland's Theory of Entrepreneurial Motivation.			
	5	Risk-taking Behaviour.			
	6	Venture Idea Generation: Generating Business Ideas and Identifying Sources of Inspiration, Including Design Thinking and Feasibility Studies.			
	7	Barriers to Entrepreneurship: Challenges and Barriers Entrepreneurship,			
	8	Qualities needed to be a Successful Entrepreneur,			
	9	Entrepreneurial Leadership/Intrapreneurship			
		10			
	11	Role of Entrepreneurship in Economic Development			
II	Developing a Business Plan		11		18
	12	Understanding a Business Plan: Components and outline of a business plan.			
	13	Explore How to Write, Evaluate, Use, and Implement Business Plans.			
	14	Marketing Plan: Importance of Marketing Strategy for small businesses, including Market Survey, Market Demands, Sales Forecast, and Competitive Analysis.			
	15	Financial Plan: Understand risk analysis and break-even analysis. Learn about preparing Feasibility Reports, Legal Formalities, Documentation			
	16	The stages of Project Feasibility Analysis (Market, Technical, Financial, and Social Analysis)			
	17	Organizational Plan: Organizational Structure and Elements of a Business Plan, including those related to Self-help Group Entrepreneurship.			

III	Financing of the Project		11	18
	18	Start-up Costs and Financial Plan: Financial aspects of starting a venture, including understanding start-up costs and creating a financial plan.		
	19	Financing Options available to Self-help group entrepreneurs		
	20	Source of Finance: Various sources of finance for new ventures, such as venture capital, angel investment, crowd funding, and bank loans		
	21	Insight into what investors look for in an investment proposal and an outline for a venture capital proposal		
	22	Basic Start-up Problems: Common challenges faced by Start-up businesses, including those related to self-help group entrepreneurship.		
	23	Role of Banks and Financial Institutions: Role of banks and Financial Institutions in supporting Entrepreneurial Development, including self-help group entrepreneurship.		
IV	Government Support for Entrepreneurship		12	18
	24	Government Promotional Measures: Incentives, Subsidies, and Bounties provided by the government to support businesses.		
	25	Policy initiatives related to entrepreneurship including those related to self-help group entrepreneurship.		
	26	Institutional Support: Central and state-level institutional support for business units, such as industrial estates and special economic zones in India		
	27	Programmes and initiatives specifically targeted towards self-help group entrepreneurship		
	28	MSME Policy: Government's policy towards Small Scale Industries (SSI), including Entrepreneurial Input, Technical Assistance, Marketing Assistance, Sickness of units, Remedial Assistance, and Training of Target Groups.		
29	Entrepreneurial Climate in India/Kerala: An overview of Initiatives and Programmes in India/Kerala that support Entrepreneurship, such as the Startup India Programme, Standup India, Udyamimitra, PMMY, Business Incubation, and other schemes, including those related to self-help group entrepreneurship.			
V	Practicum			

		<ul style="list-style-type: none"> • Idea Generation Sessions: Organize brainstorming sessions where students are encouraged to come up with innovative business ideas. Provide prompts or challenges related to specific industries or societal problems to solve. • Business Model Canvas Workshops: Have students work individually or in teams to create business model canvases for their startup ideas. Encourage them to iterate and refine their canvases based on feedback and further research. • Pitch Competitions: Host pitch competitions where students present their business ideas to a panel of judges or their peers. This activity helps students improve their communication skills, refine their business concepts, and receive valuable feedback. • Case Study Analysis: Provide case studies of successful and unsuccessful entrepreneurial ventures for students to analyse. Encourage them to identify key factors contributing to success or failure and apply these insights to their own entrepreneurial projects. • Networking Events: Organize networking events or guest speaker sessions where students can connect with entrepreneurs, industry professionals, and alumni. Networking provides valuable opportunities for mentorship, partnership building, and learning from real-world experiences. 	30	20	
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Mapping of COs with PSOs and POs:

	PSO 1	PSO 2	PSO 3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	2	1	2	2	2	2	1	2	1	2
CO 2	3	3	2	3	2	3	1	2	2	1	3
CO 3	3	3	2	3	2	2	1	1	2	2	2
CO 4	2	2	2	2	2	1	2	1	1	2	1

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

Correlation Levels:

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

Assessment Rubrics:

Mode of Assessment – CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

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

Formative Assessment (FA)

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

REFERENCES

1. Drucker, Peter, *Innovation and Entrepreneurship*, Heinemann, London, 1985
2. Pareek, Udai and Venkateswara Rao T., *Developing Entrepreneurship – A Handbook on Learning Systems*, Learning Systems, Delhi, 1978

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

SUGGESTED READINGS:

- a. Barringer, B. R., & Ireland, R. D. (2017). *Entrepreneurship: Successfully Launching New Ventures* (5th ed.). Pearson.
- b. Cornwall, J. R., Vang, Z., & Hartman, E. A. (2016). *Entrepreneurship: The Seeds of Success*. Kendall Hunt Publishing Company.
- c. Spinelli, S., & Adams, R. J. (2012). *New Venture Creation: Entrepreneurship for the 21st Century* (9th ed.). McGraw-Hill Education.
- d. Ries, E. (2011). *The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses*. Crown Business.
- e. Sarasvathy, S. D. (2009). *Effectuation: Elements of Entrepreneurial Expertise*. Edward Elgar Publishing.
- f. Aulet, B. (2013). *Disciplined Entrepreneurship: 24 Steps to a Successful Startup*. Wiley.
- g. Kawasaki, G. (2015). *The Art of the Start 2.0: The Time-Tested, Battle-Hardened Guide for Anyone Starting Anything*. Portfolio.
- h. Osterwalder, A., & Pigneur, Y. (2010). *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers*. Wiley.
- i. Lee, S., & Kim, K. (2018). *Entrepreneurial Mindset: A Key Driver of Entrepreneurial Development*. *International Journal of Entrepreneurship and Small Business*, 32(1).
- j. Smith, J., & Johnson, A. (2020). *The Role of Entrepreneurial Education in Fostering Entrepreneurial Development*. *Journal of Entrepreneurship Education*, 15(2).

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

1. http://164.100.133.129:81/econtent/Uploads/Entrepreneurship_Development.pdf

2. <https://www.mooc-list.com/course/essentials-entrepreneurship-thinking-action-coursera>

Programme	BBA				
Course Code	BBA4CJ208				
Course Title	Corporate Governance & Business Ethics				
Type of Course	Major				
Semester	4				
Academic Level	200 – 299				
Course Details	Credit	Lecture per week	Tutorial per week	Practicum per week	Total Hours
	4	4	-		60
Pre-requisites					
Course Summary	This course focuses on developing a strong understanding of cost, revenue, and profit in a business, as well as recording and interpreting financial data. It provides students with the necessary knowledge and skills to communicate effectively using financial data.				

Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Understand the concepts and models related to corporate governance.	U	C	Standardized Test
CO2	Apply the principles and approaches in corporate governance and ethical decisions in business.	Ap	P	Observation and Practical Skills
CO3	Analyse business situations in view of the models and principles related to governance and ethics.	Ap	P	Classroom Discussion
CO4	Comprehend the relationship between ethics, morals and values in the workplace.	U	C	Standardized Test
CO5	Analyse and understand various ethical philosophies to explain how they contribute to current management practices.	Ap	P	Case Study
CO6	Understand the concepts and models related to corporate governance.	U	C	Standardized Test
* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)				

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

Detailed Syllabus:

Module	Unit	Content	Hrs (60)	Internal (30)	External (70)
I	Theory and Practice of Corporate Governance		12	20	16
	1	Corporate Governance: Meaning, Objectives, Need, Importance & Principles			
	2	Corporate Governance and Organization Success, Corporate Structure, and its Evolution			
	3	Characteristics of Corporations, Factors influencing Corporate Governance, Ethical issues of Corporate Governance			
	4	Role, Responsibilities and Powers of the Board of Directors			
	5	Corporate Management Committee and Divisional Management Committee: India and International Codes of Corporate Governance in the Global Context			
	6	CII Code on Corporate Governance: Features			
	7	Various Corporate Governance Forums – CACG, OECD, ICGN and NFCG			
	8	Models of Corporate Governance (Anglo-American, Japanese, German & Indian)			
	9	Theories of Corporate Governance (Agency, Political, Stakeholder, Legitimacy, Resource Dependency, Stewardship & Social Contract Theory)			
	10	Sarbanes Oxley Act of 2002			
II	Corporate Governance and Social Responsibility		12		18
	11	Corporate Social Responsibility: Definition, Nature, Levels, Phases, Approaches & Principles			
	12	Indian Models – Dimensions - Public Sector Governance			
	13	Internal control and Review: Management Control Systems in Corporate Governance			
	14	Internal Control, Audit and Compliance in Corporate Governance			
	15	Internal Control and Reporting - Management Information in Audit and Internal Control			
	16	Corporate Social Reporting - Objectives of Corporate Social Reporting			
III	Business Ethics and Values		12		18
	17	Business Ethics – Meaning, Significance, Scope			
	18	Factors responsible for Ethical and Unethical Business Decisions			
	19	Unethical Practices in Business, Business Ethics in India			

	20	Ethics Training Programme - Practical Concepts related to Business Ethics, Morals & Values			
	21	Comparison and Types, Types of Ethical Dilemmas			
	15	Professional Practice and Codes of Ethics, Conflicts of interest and the Consequences of Unethical behaviour - Corporate Ethical Leadership			
	16	Ethical Decision Making: Decision Making (Normal Dilemmas and Problems): (I) Utilitarianism (J. Bentham and J.S. Mill), (II) Deontology (I. Kant) Virtue Ethics (Aristotle)			
	17	Ethics Theories: Consequential (Egoism, Utilitarianism) and Other Non-Consequential Theories			
	18	Values: Meaning, Types of Values - Distinction between Values and Ethics			
	19	Kohlberg's six stages of moral development (CMD)			
	20	Ethics in HRM - Importance, Managing Ethical issues in HRM - Competitors			
	21	Marketing Ethics- Importance, Ethical Issues in Marketing, Ethical Behaviour in Relation to Suppliers			
	22	Ethics in Finance and Accounts.			
IV	Ethical Decision Making, Indian Ethos				
	19	Meaning, Nature of Ethical Decision Making, Process, Problem Identification, Clarifying Goals, Identifying the Desired Facts, Developing Options based on Objectives, Analysis of Various Options, Testing the Options, Making Decisions and Implementation Phase			
	20	Factors influencing Ethical Decision Making- Individual influences (Age & Gender, National and Cultural Characteristics, Education & Employment, Psychological Factors, Personal Values, Personal Integrity, and Moral Imagination) - Situational Influences- (Issue related factors and Context related factors)	12		18
	21	Ethical Characteristics of Professionalism - Social and Environmental Issues in the Conduct of Business			
	22	Corporate Value and Ethical Decision Making			
	23	Need, Purpose & Relevance Indian Ethos: Need, Purpose & Relevance of Indian Ethos; Salient Feature (Brain Stilling, Total Quality Mind, Intuition, Intellectual Rational Brain V/s Holistic-Spiritual Brain)			
V	Open Ended Module				
		<ul style="list-style-type: none"> Collect the report on CSR activities of various companies, submit the report and encourage presentation of the same. Collect information about the relevant values as practiced by corporate / business leaders and their role in empire-building. 	12	10	

Mapping of COs with PSOs and POs:

	PSO 1	PSO 2	PSO 3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	3	3	2	2	2	2	3	2	2	2
CO 2	3	3	3	3	3	3	3	2	3	1	3
CO 3	3	3	2	3	2	3	3	3	3	2	2
CO 4	2	3	3	3	3	2	2	2	2	2	1
CO 5	3	3	3	3	3	3	2	2	3	3	3

Correlation Levels:

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

Assessment Rubrics:

Mode of Assessment – CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

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

Formative Assessment (FA)

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

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

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

SUGGESTED READINGS:

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

Programme	BBA				
Course Code	BBA4FV108				
Course Title	Innovation And Business Dynamics				
Type of Course	VAC				
Semester	3				
Academic Level	200-299				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	3	3	-	-	45
Pre-requisites					

Course Summary	The course is crafted to provide a comprehensive exploration of innovation, creativity, the evolution of business models, incubation, and entrepreneurship. It encompasses topics on blue ocean strategy and technology incubation, recognized as transformative elements in today's competitive landscape. Additionally, the course explores into the significance of intellectual property rights (IPR) and their management in the realm of innovation. With a harmonious blend of theory case studies, this course is accessible without any prerequisites. It proves beneficial for gaining insights into innovation and its diverse applications across various domains of development and growth
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Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Able to comprehend the contemporary business landscape, factors influencing dynamics, and the fundamentals of innovation and creativity, including ethical considerations.	U	C	Standardized Test
CO2	Able to understand overcoming innovation challenges, implementing idea management, creative thinking, and entrepreneurial mindset and corporate culture.	Ap	P	Observation and Practical Skills
CO3	Able to foster a culture of experimentation, promote idea championship, implement co-creation, and understand the link between innovation and intellectual property rights (IPR).	Ap	P	Classroom Discussion and Case studies
CO4	Able to gain insights into business models, successful entrepreneurship, social entrepreneurship, Blue Ocean Strategy implementation, reasons for business model failure, and managing investors for innovation.	Ap	C	Standardized Test
CO5	Able to navigate innovation marketing, technological innovation management, sustainability integration, and the role of AI in enhancing creativity in innovation management.	Ap	P	Observation and Case Studies
* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)				

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

Detailed Syllabus:

Module	Unit	Content	Hrs (45)	Internal (25)	External (50)
I	Business Landscape and Innovation Basics:		9	20	12
	1	Overview of the Current Business Landscape- Factors Influencing Business Dynamics			
	2	Introduction to Innovation and Creativity			
	3	Characteristics, Importance, Principles of Innovation, Process of Innovation			
	4	Types of Innovation and The School of Innovation			
	5	Types of Innovation- Understanding Different Innovation Schools			
	6	Ethics in Innovation			
II	Navigating Innovation Challenges and Management:		9		12
	8	Innovation management- Challenges of Innovation			
	9	Identifying and Addressing Challenges in Innovation			
	10	Idea Management Systems and Creative Thinking			
	11	Divergent vs. Convergent Thinking			
	12	Developing an Entrepreneurial Mindset-Prototyping to Incubation			
III	Experimentation, Co-creation, and Entrepreneurial Thinking:		9		12
	14	Experimentation in Innovation Management-Importance of Experimentation in Business			
	15	Idea Championship and Co-creation for Innovation			
	16	Intrapreneurship and Corporate Innovation-Metrics and Key Performance Indicators (KPIs) in Innovation			
	17	IPR-Innovation and IPR-Types of IPR -Patents in India - Case studies			
IV	Business Models, Entrepreneurship, and Blue Ocean Strategy:		9		14
	18	Business Model and Entrepreneur- Understanding Business Models			
	19	Social Entrepreneurship and Introduction to Blue Ocean Strategy			
	20	Blue Ocean Strategy Implementation- Steps for Successful Implementation			
	21	Business Model Failure-Reasons and Remedies			
	22	Future markets and Innovation need for India.			
V	Open End Module		9	5	
		Case Study			

	Business Model Workshops: Organize workshops that focus on analysing and designing business models using tools.			
	Entrepreneurial Pitch Competitions:			
	Reflection Essays on Innovation Leaders			
	Industry Immersion Experiences.			

Mapping with PSOs and POs:

	PSO 1	PSO 2	PSO 3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	2	3	2	2	3	1	1	1	2	2	3
CO 2	3	3	3	3	2	3	2	1	2	2	3
CO 3	2	3	3	2	1	3	3	2	3	2	3
CO 4	3	3	3	3	3	3	2	3	2	3	2
CO 5	2	1	2	1	3	2	2	2	3	1	3

Correlation Levels:

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

Assessment Rubrics:

Mode of Assessment – CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

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

- f. Case study report
 - g. Team project report
 - h. Literature survey
 - i. Standardized Test
- Formative Assessment (FA)
- hh. Practical Assignment
 - ii. Viva
 - jj. Quiz
 - kk. Interview
 - ll. Class Discussion
 - mm. Seminar
 - nn. Group Tutorial work
 - oo. Home assignments
 - pp. Self and peer Assessments
 - qq. Oral presentations
 - rr. Observation of practical skills

REFERENCES

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

SUGGESTED READINGS:

A-BOOKS

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

B- ARTICLES

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

Programme	BBA				
Course Code	BBA5CJ301				
Course Title	Operations Management				
Type of Course	Major				
Semester	5				
Academic Level	300 - 499				
Course Details	Credit	Lecture per week	Tutorial per week	Practicum per week	Total Hours
	4	4	-		60
Pre-requisites					
Course Summary	The course is oriented to familiarize the students with fundamentals of Operations Management, and tools and techniques used in taking decisions in operating and controlling the Production and Service Industries. Emphasis is on managerial processes for effective operations in both goods-producing and service-rendering organization globally				

Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Enable the learner to explain the basic concepts and terms related to Production and Operations and its importance in an industrial organization.	U	C	Instructor-created exams / Quiz
CO2	To equip the students with operations management concepts, strategies and tools for effective utilization of resources and meeting customer expectations. Apply the decision models to various real time problems.	Ap	P	Practical Assignment / Observation of Practical Skills
CO3	Describe MRP & CRP concepts, inventory types and its objectives and calculate EOQ using various models. Develop the optimum schedule for allocation of machines and jobs. To identify the bottlenecks and apply various methods to eliminate.	Ap	P	Seminar Presentation / Group Tutorial Work
CO4	Familiarize the students with various tools and techniques used by operations managers for	U	C	Instructor-created exams / Home Assignments

	operational, tactical and strategic decision making.			
CO5	The ability to make decisions and plan, develop, execute and control Operations strategies	Ap	P	One Minute Reflection Writing assignments
CO6	Enhance management skills needed for the effective operations management and make decisions concerning OM Strategies, designs and operations with high level personal autonomy and accountability.	Ap	P	Viva Voce
<p>* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)</p>				

Detailed Syllabus:

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

	13	Supply Chain Management and Risk Mitigation: Purchasing and Warehousing			
	14	Advanced Topics in Global Inventory Management: MRP and Bullwhip Effect			
IV	Advanced Topics in Global Operations Management		12	18	
	15	Facilities Location and Layout Strategies for Global Operations: Offices, supermarkets, warehouses, and processes			
	16	Advanced Topics in Global Quality Management: Quality standards and certifications			
	17	Comparison of operations management practices in different regions/countries (e.g., Asia, Europe, etc.)			
	18	Role of technology and innovation in enhancing global operations performance			
	19	Considering the environmental impact of global operations.			
V	Open Ended Module		12	10	
		<ul style="list-style-type: none"> • Case Studies - Real-world examples illustrating concepts learned. Group Discussions and Analysis of Case Studies. • Practical Applications - Application of Learned Principles to Simulated Scenarios • Sustainability in Operations: Environmental Sustainability considerations, Social Responsibility in Operations, Sustainable Supply Chain Practices 			

Mapping of COs with PSOs and POs:

	PSO 1	PSO 2	PSO 3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	2	1	2	2	2	2	1	2	1	2
CO 2	3	3	2	3	2	3	1	2	2	1	3
CO 3	3	3	2	3	2	2	1	1	2	2	2
CO 4	2	2	2	2	2	1	2	1	1	2	1
CO 5	3	2	2	3	2	3	2	2	1	2	3

CO 6	2	2	3	2	2	3	1	1	2	2	3
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Correlation Levels:

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

Assessment Rubrics:

Mode of Assessment – CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

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

Formative Assessment (FA)

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

REFERENCES

1. Pannerselvam (2012), *Production and Operations Management*, 3rd edition, Prentice Hall, India

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

SUGGESTED READINGS:

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

Course Code	BBA5CJ302				
Course Title	Behavioural Finance				
Type of Course	Major				
Semester	5				
Academic Level	300 – 399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4	-	-	60
Pre-requisites					
Course Summary	This course introduces the field of behavioural finance and underlines its importance as a driving force in the global markets. It provides conceptual framework of behavioural finance based on traditional and modern theories. This course imparts the psychological aspects and challenges underlying the issue of rational and irrational behaviour and demonstrates the impact of news and timing from the corporate angle and highlights the ramifications of effective news communication.				

Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Understand the concept of Behavioural Finance	U	C	Standardised Test
CO2	Apply analytical skills for financial decision making	Ap	P	Case Study and Classroom Discussion
CO3	Identify the behavioural bias and psychological characteristics of investors	Ap	P	Case Study and Classroom Discussion
CO4	Develop strategies to manage wealth effectively and wisely from mispriced assets	Ap	P	Case Study and Classroom Discussion
* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)				

Detailed Syllabus:

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

	18	External factors and Investor Behaviour			
	19	Fear and Greed in Financial Market			
	20	Emotions and Financial Markets			
	21	Geomagnetic Storm			
	22	Statistical Methodology for Capturing the Effects of External Influence of Stock Market Returns			
V	Open Ended Module		12	10	
		<ul style="list-style-type: none"> • Bias Diary Project: Assign students to keep a "bias diary" for a few weeks, where they note down any personal financial decisions and identify what biases might have influenced these decisions (confirmation bias, loss aversion, etc.) • Case Studies on Financial Bubbles and Crashes: Use historical and contemporary case studies of financial bubbles and crashes (e.g., the Dot-com bubble, the 2008 financial crisis) to explore the psychological factors that contribute to these events 			

Mapping of COs with PSOs and POs:

	PSO 1	PSO 2	PSO 3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	2	2	1	3	3	3	2	2	3	2
CO 2	3	2	3	3	3	2	3	2	2	3	2
CO 3	3	2	3	3	3	3	3	2	2	3	2
CO 4	3	3	2	3	3	2	3	2	2	3	3

Correlation Levels:

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

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

a. Written Test

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

Formative Assessment (FA)

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

REFERENCES

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

SUGGESTED READINGS:

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

Programme	BBA				
Course Code	BBA5CJ303				
Course Title	Business Research Methods				
Type of Course	Major				
Semester	5				
Academic Level	300 – 399				
Course Details	Credit	Lecture per week	Tutorial per week	Practicum per week	Total Hours
	4	4	-		60
Pre-requisites					

Course Summary	This course focuses on developing a strong understanding of cost, revenue, and profit in a business, as well as recording and interpreting financial data. It provides students with the necessary knowledge and skills to communicate effectively using financial data.
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Course Outcomes (CO):

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

Detailed Syllabus:

Module	Unit	Content	Hrs (60)	Internal (30)	External (70)
I	Introduction to Research		12	20	16
	1	Research: Nature, Meaning & Scope, Types			
	2	Qualities of a good researcher, Steps involved in Research Process			
	3	Variables in Research, Formulation and Defining of Research Problem, Writing Research Questions.			
	4	Development of Conceptual Framework			

	5	Sources of Literature Review, Writing Literature Review.			
	6	Research problem & Hypothesis: Operationalizing the Research Problem and Formulation of Hypothesis			
	7	Need and Significance of Hypothesis, Meaning and Types of Hypotheses			
II	Sampling and Research Design		12	18	
	8	Choosing the appropriate Research Design - Exploratory, Descriptive, and Conclusive research, Experimental Research designs			
	9	Qualities of a good Research Design			
	10	Sampling: Sampling Procedure			
	11	Types of Sampling Techniques (Probability and Non-probability)			
	12	Sample Size, Sampling Errors, Reliability and Validity in Research.			
III	Collection of Data and Data Processing		12	18	
	13	Sources of Collection of Data: Secondary Sources, Primary Sources –Observation Method, Interview method, Questionnaire, and Schedule			
	14	Design and Development of Questionnaire.			
	15	Measurement scales: Nominal Scale, Ordinal Scale, Interval Scale, Ratio Scale			
	16	Scaling Techniques: Comparative and Non-Comparative scaling Techniques.			
	17	Techniques and Tools for Data Collection, Pre-testing, and Pilot Study.			
	18	Processing of Data, Classification, Editing, Coding, Tabulation.			
	19	Testing of Hypothesis - Errors in Testing - Type-I and Type-II Errors			
	20	One-Tailed and two-Tailed Tests, Level of Significance, Parametric Tests			
	21	Non-Parametric Tests, Interpretation of Test Results			
	22	Use of Computer in Data Processing.			
IV	Report Writing and Presentation		12	18	
	23	Research Report, Types of Reports, Style of Reporting Documentation			
	24	Qualities of a Good Report			
	25	Citation, Footnotes, References, Bibliography, APA, and MLA Format			
	26	Research Ethics – Ethical Issues in Research, Plagiarism			
	27	Plagiarism Checkers, Salami Slicing, Falsification, Fabrication, Duplicate Submission, Data Manipulation.			
V	Open Ended Module		12	100	
		<ul style="list-style-type: none"> Research Design Workshop: Organize interactive workshops where students learn to design research projects from scratch. Cover essential components such as formulating research questions, choosing 			

		<p>appropriate research methodologies (qualitative, quantitative, mixed methods), and designing data collection tools (surveys, interviews, observations). Students can work in groups to design a research proposal on a current business issue, encouraging collaborative learning and creativity in approach.</p> <ul style="list-style-type: none"> • Peer-Reviewed Journal Club: Create a journal club where students regularly meet to discuss and critique recent articles from peer-reviewed business journals. • Research Ethics Seminar: Organize seminars or workshops on research ethics, focusing on issues such as data privacy, informed consent, and ethical considerations in business research. Engaging students in discussions and case studies related to ethical dilemmas in research can deepen their understanding of the importance of ethics in the research process. • Dissertation/Thesis Proposal Defence: For advanced students, organizing a mock thesis or dissertation proposal defence can provide a comprehensive learning experience. This involves writing a research proposal, presenting it to a panel of peers and faculty, and defending the methodology and significance of their proposed research. 			
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Mapping of COs with PSOs and POs:

	PSO 1	PSO 2	PSO 3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	2	1	2	2	2	2	1	2	1	2
CO 2	3	3	2	3	2	3	1	2	2	1	3
CO 3	3	3	2	3	2	2	1	1	2	2	2
CO 4	2	2	2	2	2	1	2	1	1	2	1
CO 5	3	2	2	3	2	3	2	2	1	2	3

CO 6	2	2	3	2	2	3	1	1	2	2	3
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Correlation Levels:

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

Assessment Rubrics:

Mode of Assessment – CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

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

Formative Assessment (FA)

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

REFERENCES

1. S. Kevin, Research Methodology for Social Sciences, Ane Books Pvt.Ltd, New Delhi, 2019.
2. Deni Elliott& Judie Stern, Research Ethics: A Reader, University Press of New England,1997
3. Kothari C. R, Research Methodology: Methods and Techniques, New Age International (P) Ltd., Publishers,2004
4. Sharma C.K, Jain M K, Research Methodology, New Delhi, Shree Publishers, 2008.
5. Russell Bernard H., Gery W. Ryan, Analysing Qualitative Data: Systematic Approaches, SAGE Publications,2010

6. John Creswell, Research Design: Qualitative, Quantitative, and mixed methods approach. Fourth edition, Sage Publications, 2013
7. Singh A.K., Tests, Measurements and Research Methods in Behavioural Sciences. Bharati Bhawan Publishers & Distributors, New Delhi, 2017
8. Sharma K.R, Research Methodology, New Delhi, National Publishing House, 2004
9. Hair, Anderson, Tatham and Black, 5th Edition, Multivariate Data Analysis, ISBN 10: 0138948585 / ISBN 13: 9780138948580, Published by Prentice Hall College Div, 1998
10. Gummesson, E. Qualitative methods in Management Research, Sage publications, 1991

SUGGESTED READINGS:

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

Programme	BBA				
Course Code	BBA5FS114				
Course Title	Communicating With AI				
Type of Course	SEC				
Semester	5				
Academic Level	300-399				
Course Details	Credit	Lecture per week	Tutorial per week	Practicum per week	Total Hours
	3	3	-		45
Pre-requisites					
Course Summary	In the rapidly evolving landscape of artificial intelligence (AI), the ability to effectively communicate and collaborate with AI systems has become an essential skill for professionals across various disciplines. "Communicating with AI is an innovative course designed to equip students with the foundational knowledge and practical skills necessary to navigate the complex interactions between humans and AI systems. This course delves into the multifaceted nature of AI communication, examining both the technical underpinnings and the broader societal implications.				

Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Understand the fundamental principles of AI and machine learning, including how AI systems	U	C	Practical Assignment / Observation of Practical

	are designed, trained, and deployed.			Skills
CO2	Develop skills in designing, implementing, and evaluating human-AI interfaces, with a focus on enhancing usability, accessibility, and effectiveness.	Ap	P	Seminar Presentation / Group Tutorial Work
CO3	Analyze the ethical, cultural, and societal dimensions of AI communication, emphasizing the importance of responsible AI development and usage.	Ap	P	Seminar Presentation / Group Tutorial Work
CO4	Apply communication theories and practices in the context of AI, fostering meaningful interactions between humans and machines.	U	C	Practical Assignment / Observation of Practical Skills
CO5	Engage in interdisciplinary research and projects that explore innovative approaches to AI communication in various sectors, including education, healthcare, business, and entertainment.	Ap	P	Seminar Presentation / Group Tutorial Work
<p>* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)</p>				

Detailed Syllabus:

Module	Unit	Content	Hrs (45)	Internal (25)	External (50)
I	Artificial Intelligence and Business Administration		9	20	12
	1	Basics of Artificial Intelligence (AI)-Definition and Scope of AI			
	2	Historical Context and Evolution of AI			
	3	Applications of AI in Business and Daily Life			
	4	Ethical considerations in AI			
	5	Role of AI in Business Administration-AI and Decision Making in Business-AI in Marketing, Finance, HR, and Operations			
	6	Real-Successful AI Implementations			
	7	Challenges and Risks associated with AI in business			
	8	Integrating AI into Business Strategy-Strategies for incorporating AI in business operations			
	9	Impact of AI on Business Models			
10	Developing a Competitive Edge through AI adoption.				
II	Business Analytics and Decision Support Systems		9		12

	11	Understanding Business Analytics-Introduction to Business Analytics and its Significance: Key Concepts-Descriptive, Predictive, and Prescriptive Analytics			
	12	Tools and Techniques for Business Analytics.			
	13	Decision Support Systems (DSS)-Role of DSS in Business Decision-Making			
	14	Components of DSS: Data Models, and User Interface.			
	15	Data-Driven Decision Making-Importance of data in Decision-Making			
	16	Data Collection, Processing, and Analysis			
	17	Implementing Data-Driven Decision-Making in Business			
	18	AI-Powered Business Intelligence-Integration of AI in Business Intelligence			
	19	AI-Driven Analytics Tools and Platforms			
III	Promoting and Implementing AI in Business		9		13
	20	Promoting AI Adoption in Organizations-Strategies for promoting AI adoption-Building Awareness and Overcoming Resistance, Aligning AI with Business Goals.			
	21	AI Project Management-Project Planning and Execution for AI implementations			
	22	Managing resources and Timelines, Monitoring and Evaluating AI projects.			
	23	AI and Entrepreneurship-Opportunities for Entrepreneurs in the AI space-			
	24	AI-Driven Startups, Challenges and Risks in AI Entrepreneurship.			
	25	Ethical and Social Implications of AI in Business-Ethical considerations in AI decision-making-Social Impact and Responsibility of Businesses using AI, Current Issues and Future Trends.			
IV	Communication Strategies for AI Integration in Business Administration		9		13
	26	Understanding AI Communication Basics- Introduction to AI Communication and its Significance in Business Administration			
	27	Fundamentals of Natural Language Processing (NLP) and its Applications in AI Communication			
	28	Exploring Chatbots, Virtual Assistants, and other AI Communication Tools			
	29	Tailoring Messages for AI Interfaces -Adapting Communication Strategies for different AI platforms and Interfaces			
	30	Crafting effective dialogues for Chatbots and Virtual Assistants, Personalization Techniques in AI Communication for enhanced User Engagement			
	31	Enhancing User Experience through AI Communication - Understanding User Intent and Context in AI interactions			

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

Mapping of COs with PSOs and POs:

	PSO 1	PSO 2	PSO 3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	2	1	2	2	2	2	1	2	1	2
CO 2	3	3	2	3	2	3	1	2	2	1	3
CO 3	3	3	2	3	2	2	1	1	2	2	2
CO 4	2	2	2	2	2	1	2	1	1	2	1
CO 5	3	2	2	3	2	3	2	2	1	2	3

Correlation Levels:

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

Assessment Rubrics:

Mode of Assessment – CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

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

Formative Assessment (FA)

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

REFERENCES

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

SUGGESTED READINGS:

Books:

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

Articles:

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

Programme	BBA				
Course Code	BBA6CJ304/ BBA8MN304				
Course Title	Networking In Business				
Type of Course	Major / Minor				
Semester	6				
Academic Level	300-399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	3	-	2	75
Pre-requisites					
Course Summary	The students will be able to assess the importance of people, teams and networks for business success, understand the various types of business networks, various networking skills required in business, apply the skills to develop own networks, achieve skills to resolve conflicts easily and understand the role of social media in business networking.				

Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Assess the importance of people, teams and networks for business success.	U	C	Instructor-created exams / Quiz
CO2	Understand the various types of business networks	U	C	Practical Assignment / Observation of Practical Skills
CO3	Achieve the various networking skills required in business to resolve conflicts easily	Ap	P	Seminar Presentation / Group Tutorial Work
CO4	Apply the skills to develop own networks	Ap	P	Instructor-created exams / Home Assignments
CO5	Understand the role of social media in business networking.	AP	P	One Minute Reflection Writing assignments
* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)				

Detailed Syllabus:

Module	Unit	Content	Hrs (75)	Internal (30)	External (70)
I	Introduction to Networking		10	10	16
	1	Importance of People-Team, Roles within a team, Methods to develop a team			
	2	Essential Components of Networking			
	3	Traditional Networking Strategies like Conferences, City Council Meetings etc.			
II	Business Networking-Types-Skills required for Networking		12		18
	5	Business Networking: Goals and Strategies for Business Networks			
	6	Types of Business Networks-Formal and Informal Business Networks			
	7	Building and Expanding Professional Networks			
	8	Networking Skills-Networking across Cultural Boundaries			
III	Networking Tools and Strategies		12		18
	9	Networking Opportunities -			
	10	Networking Tools			
	11	Effective Networking Strategies			
	12	Common Mistakes in Business Networking			
	13	Developing and Managing a Business Contact Database			
IV	Technology to Network		11		18
	18	Internet Communication, Networking in Social Media, Creating Business Connections through Google+, X, Facebook			
	19	Role of social media in Business Communication-			
	20	Benefits and Disadvantages of using Social Media as a Networking Strategy			
	21	Guidelines for using Instant and Text Messaging in Workplace			
	22	Building Business Connection by Blogging.			
V	Practicum		30	20	
		<ul style="list-style-type: none"> Case Studies and Discussion Forums: Present students with current case studies on networking challenges faced by organizations, including topics like managing remote work infrastructure, dealing with DDoS attacks, or implementing zero-trust networks. Following the case study analysis, facilitate discussion forums where students can debate solutions and strategies, encouraging them to apply critical thinking to real-world problems. Policy and Regulation Analysis: Engage students in analysing and debating current policies and regulations affecting the internet and networking, such as net neutrality, data protection laws (GDPR, CCPA), and cybersecurity standards. 			

		<ul style="list-style-type: none"> • Guest Speaker Series: Invite industry professionals and experts to talk about current challenges and trends in the networking field, including the future of networking, cybersecurity threats, and the evolution of network technologies. 			
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Mapping of COs with PSOs and POs:

	PSO 1	PSO 2	PSO 3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	3	2	3	3	1	2	1	3	1	1
CO 2	3	2	2	3	3	2	2	1	1	1	2
CO 3	3	3	2	3	3	3	3	3	2	3	3
CO 4	3	2	3	3	1	3	3	3	3	3	3
CO 5	3	2	2	3	3	2	3	3	3	3	2

Correlation Levels:

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

Assessment Rubrics:

Mode of Assessment – CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

- Written test
- Open book test
- Problem based assignments
- Individual project report
- Case study report
- Team project report
- Literature survey

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

REFERENCES

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

Programme	BBA				
Course Code	BBA6CJ305/ BBA8MN305				
Course Title	Total Quality Management				
Type of Course	Major / Minor				
Semester	6				
Academic Level	300-399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4	-	-	60
Pre-requisites					
Course Summary	This course introduces the principles of Total Quality Management (TQM), a customer-oriented approach that emphasizes continuous improvement in all aspects of business operations. Aimed at graduate students and professionals seeking to deepen their understanding of quality management systems, the curriculum is designed to foster a comprehensive understanding of TQM's role in enhancing organizational performance and competitiveness.				

Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
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CO1	Understand the Evolution and Principles of TQM	U	C	Standardised Test
CO2	Grasp Core TQM Concepts	Ap	P	Case Study and Classroom Discussion
CO3	Apply TQM Tools and Techniques	Ap	P	Case Study and Classroom Discussion
CO4	Analyse TQM Implementation Strategies	U	C	Standardised Test
* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)				

Detailed Syllabus:

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

	17	Taguchi Quality Loss Function, TPM, Concepts, Improvement Needs			
	18	Performance Measures			
IV	Quality Management System		12	18	
	18	Introduction, Benefits of ISO Registration			
	19	ISO 9000 Series of Standards, Sector-Specific Standards: AS 9100, TS16949, TL 9000, ISO 9001			
	20	Requirements, Implementation, Documentation, Audits, Registration			
	21	Environmental Management System: Introduction, ISO 14000 Series Standards, Concepts of ISO 1400, Requirements of ISO 14001			
	22	Benefits of EMS			
V	Open Ended Module:		12	10	
		<ul style="list-style-type: none"> Quality Improvement Projects: Assign students to small groups and task them with identifying a real-life problem either within the university or a local business. They will apply TQM tools and techniques, such as the PDCA cycle, 5 Whys analysis, or Six Sigma methodologies, to propose and, if possible, implement improvements. Case Study Analysis and Presentation: Utilize case studies of successful and unsuccessful TQM implementations across various industries. Students will analyse these cases to understand the factors that led to success or failure, focusing on leadership, culture, customer focus, and continuous improvement. They will present their findings and recommendations, fostering public speaking skills and critical analysis. Guest Lectures and Industry Visits: Invite quality management professionals from different industries to share their experiences and insights on TQM practices, challenges, and outcomes. Organize visits to companies that are renowned for their TQM practices, allowing students to observe TQM in action and engage with professionals in the field. 			

Mapping of COs with PSOs and POs:

	PSO 1	PSO 2	PSO 3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	3	2	1	3	3	3	2	2	3	1

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

Correlation Levels:

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

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

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

Formative Assessment (FA)

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

REFERENCES

- a. Evans, J. R., & Lindsey, W. M. (2012). The Management and Control of Quality (8th ed., First Indian ed.). Cengage Learning.

- b. Janakiraman, B., & Gopal. (2006). Total Quality Management - Text and Cases. Prentice Hall of India Pvt. Ltd.
- c. Suganthi, L., & Anand Samuel. (2006). Total Quality Management. Prentice Hall of India Pvt. Ltd.

Programme	BBA				
Course Code	BBA6FV110				
Course Title	Sustainable Business Environment				
Type of Course	VAC				
Semester	6				
Academic Level	300-399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	3	3	-	-	45
Pre-requisites					
Course Summary	<p>This course begins with an introduction to the business environment, providing a foundational understanding of the external factors that impact businesses. Students then delve into the political and economic environment, examining how government policies and macroeconomic trends influence business operations and strategies. Next, the focus shifts to sustainable business practices, where learners explore ways to align business activities with environmental and social responsibility for long-term viability. Finally, the course covers the technological and socio-cultural environment, equipping students with insights into how technological advancements and cultural dynamics shape industries and consumer behavior. Through these modules, students gain a holistic understanding of the multifaceted business landscape, preparing them to navigate complexities and drive sustainable business growth.</p>				

Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Enable learner to gain a comprehensive grasp of the external factors shaping organizational operations, strategies, and performance, facilitating informed decision-making for sustained success	U	C	Standardized Test

CO2	Enable the learner to analyze the government influence on business environment, comprehend the intricate relationship between regulatory policies and business operations, enabling adept navigation of legal frameworks for sustainable growth and compliance.	Ap	P	Observation and Practical Skills
CO3	Enable the learner to grasp the significance of macroeconomic factors and global trends in shaping business decisions and strategies for sustained profitability.	Ap	P	Observation and Practical Skills
CO4	Enable the learner to understand the impact of government policies and regulations on business operations, enabling strategic adaptation to navigate regulatory complexities and foster sustainable growth.	U	C	Standardized Test
CO5	Enable learner to analyze how innovations drive industry evolution, while in the socio-cultural module, analyze cultural dynamics to adapt strategies for diverse consumer markets.	Ap	P	Case Study
CO6	Enable students to explore sustainable business practices to ensure long-term viability and positive impact on both society and the environment	Ap	P	Observation and Practical Skills
* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)				

Detailed Syllabus:

Module	Unit	Content	Hrs (45)	Internal (25)	External (50)
I	Business and It's environment				
	1	Business – Nature, Concepts and Meaning.			

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

Mapping of COs with PSOs and POs:

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

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

Correlation Levels:

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

Assessment Rubrics:

Mode of Assessment – CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

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

Formative Assessment (FA)

- ss. Practical Assignment
- tt. Viva
- uu. Quiz
- vv. Interview
- ww. Class Discussion
- xx. Seminar
- yy. Group Tutorial work
- zz. Home assignments
- aaa. Self and peer Assessments
- bbb. Oral presentations
- ccc. Observation of practical skills

REFERENCES

1. K. Aswathappa, Essentials of Business Environment, Himalaya Publishing House Pvt. Ltd, Ninth Edition 2007.
2. Rosy Joshi, Sangam Kapoor, Business Environment, Kalyani Publishers, Third Revised edition 2011.

3. Francis Cherunilam, Business Environment, Himalaya Publishing House, Himalaya Publishing House Pvt. Ltd., 22nd Edition 2013.
4. S.Adhikari- Business Environment
5. Misra and Pun- Business Environment
6. Ruddar Dutt and Sundaram K.P.S - Business Environment
7. Chidambara K- Business Environment, Vikas Publishing House
8. The Rise and fall of Nations-Ruchir Sharma, Penguin Books limited, 2017

SUGGESTED READINGS:

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

Programme	BBA				
Course Code	BBA7CJ401				
Course Title	Strategic Management				
Type of Course	Major				
Semester	7				
Academic Level	400 – 499				
Course Details	Credit	Lecture per week	Tutorial per week	Practicum per week	Total Hours
	4	3	-	2	75
Pre-requisites					
Course Summary	This course introduces the key concepts, tools, and principles of strategy formulation and competitive analysis. It is concerned with managerial decisions and actions that affect the performance and survival of business enterprises. The course is focused on the information, analyses, organisational processes, and skills and business judgment managers must use to devise strategies, position their businesses, define firm boundaries and maximize long-term profits in the face of uncertainty and competition.				

Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Understand the concept, process and levels of strategic management	U	C	Standardised Test
CO2	Have proficiency in competitive strategies in different types of industries	Ap	P	Case Study and Classroom Discussion

CO3	Have proficiency in forms of corporate restructuring	Ap	P	Case Study and Classroom Discussion
CO4	Ability to identify strategic issues and design appropriate courses of action	U	C	Standardised Test
* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)				

Detailed Syllabus:

Module	Unit	Content	Hrs (75)	Internal (30)	External (70)
I	Overview of Strategic Management		11	10	16
	1	Concept and Process of Strategic Management			
	2	Benefits of Strategic Management, Vision and Mission			
	3	Functional Strategies: Human Resource Strategy, Marketing Strategy, Financial Strategy			
	4	Levels of Strategies: Corporate, Business and Operational Level Strategy			
II	Strategy Formulation		11		18
	5	Strategic Formulation - Strategic Choice, Stages, and Importance of Strategic Formulation			
	6	Formulation of Alternative Strategies: Mergers, Acquisitions, Joint Ventures, Diversification, Turnaround, Divestment, Liquidation			
	7	Corporate Portfolio Analysis - SWOT Analysis, PESTE			
	8	Michael Porter's Five Force Analysis, BCG Matrix, GE Nine Cell Matrix, Hofer's Matrix, McKinsey 7 -S Model			
III	Strategy Implementation, Evaluation and Control		11		18
	9	Concept of Strategy Implementation			
	10	Nature of Strategy Implementation			
	11	Behavioral, Structural, Functional and Procedural Implementations			
	12	Criteria of Strategy Evaluation			
	13	Strategy Surveillance			
	14	Mechanism for Controlling Strategy			
	15	Du Pont's Control Model			
	16	Concept of Value Chain			
17	Strategy Audit				
IV	Corporate Restructuring		12		18
	18	Concept, Need of Corporate Restructuring			
	19	Factors of Corporate Restructuring - Internal and External			
	20	Forms of Corporate Restructuring			
	21	Indian Strategic Alliances and International Businesses - Importance, Types			

	22	Governing Strategies of PPP Model			
V	Practicum		30	20	
	1	Expert Guest Lectures and Workshops: Invite industry experts to share insights on strategic challenges they have faced and the strategies they have employed to overcome them.			
	2	Debate on Strategic Decisions: Organize debates on strategic decisions taken by real-world companies, whether successful or not. Topics can include mergers and acquisitions, market entry strategies, diversification, or strategic alliances.			
	3	Case Study Analysis and Presentation: Select contemporary case studies from leading business journals or case repositories that highlight strategic challenges faced by organizations. Assign these case studies to students for in-depth analysis, asking them to identify the strategic issues, evaluate the options, and recommend actions. Encourage students to present their findings in class, fostering a discussion that explores diverse strategic perspectives.			

Mapping of COs with PSOs and POs:

	PSO 1	PSO 2	PSO 3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	3	2	1	3	3	3	2	2	3	2
CO 2	3	3	3	3	3	3	3	2	2	3	3
CO 3	3	3	3	3	3	3	3	2	2	3	2
CO 4	3	3	3	3	3	3	3	2	2	3	1

Correlation Levels:

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

Assessment Rubrics:

Mode of Assessment - CCA (Continuous Comprehensive Assessment) -

Summative Assessment(SA)

- a. Written Test
- b. Open Book Test
- c. Problem Based Assignments

- e. Individual Project Report
- f. Case Study Report
- g. Team Project Report
- h. Literature Survey
- i. Standardized Test

Formative Assessment (FA)

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

REFERENCES

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

SUGGESTED READINGS:

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

Programme	BBA				
Course Code	BBA7CJ402				
Course Title	Data Analysis Tools for Social Scientists				
Type of Course	Core Course				
Semester	7				
Academic Level	400- 499				
Course Details	Credit	Lecture per week	Tutorial per week	Practicum per week	Total Hours

	4	3	-	2	75
Pre-requisites					
Course Summary	This course provides a comprehensive introduction to social science research methods and data analysis. It covers the entire research process, from formulating research questions to communicating research findings effectively. Students will learn various research designs and methodologies, ethical considerations, sampling techniques, and data collection methods commonly used in social science research. The course also emphasizes the importance of data management, visualization, and effective communication of research findings. Students will explore the role of data journalism in informing public opinion and understand the ethical and legal considerations involved in data communication.				

Course Outcomes (CO):

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

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

Detailed Syllabus:

Module	Unit	Content	Hrs (75)	Internal (30)	External (70)
I	Developing Research Plan		11	10	16
	1	Steps involved in developing research plan.			
	2	Research question formulation and hypothesis development.			
	3	Ethical considerations in social science research			
	4	Research design and methodology selection.			
	5	Sampling techniques in social science research			
	6	Data collection methods in social science research			
II	Foundations of Data Analysis in Social Science Research		11		18
	7	Introduction to data analysis tools and techniques for social science research			
	8	Data types and measurement in social science research			
	9	Data cleaning, management, and visualization techniques			
	10	Basic statistical concepts and analysis methods			
	11	Practical exercises using software tools for data analysis and visualization			
	12	Preparing a research plan and ethical considerations			
III	Advanced Data Analysis Techniques for Social Science Research		12		18
	13	Modelling in social science research, including logistic regression and probability			
	14	Techniques for measuring latent variables and analysing spatial data			
	15	Methods for survey design, administration, and data coding			
	16	Understanding confounding factors and causality in social science research			
	17	Application of data analysis tools to predict outcomes in the social world			
	18	Practical exercises using software tools for advanced data analysis and modelling			
IV	Communication of Data in Social Science Research		11		18
	19	Importance of effective communication of social science data			
	20	Role of data journalism in informing public opinion			
	21	Effective data visualization principles and software tools			
	22	Writing and presenting research reports and papers			

	23	Ethical and legal considerations in data communication and journalism			
V	Practicum		30	20	
		<ul style="list-style-type: none"> • Practical exercises using software tools for data analysis and communication • Case studies on data journalism and storytelling using social science data • Data-Driven Societal Issue Analysis: Students are tasked with selecting a current societal issue (e.g., income inequality, gender disparities, climate change impacts on communities) and utilizing data analysis tools to explore, analyse, and visualize data related to their chosen issue. • Data Visualization Competitions: Encourage creativity and technical skill development by hosting competitions for the most insightful or innovative visual representation of data. 			

Mapping of COs with PSOs and POs:

	PSO 1	PSO 2	PSO 3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	2	1	2	2	2	2	1	2	1	1
CO 2	3	3	2	3	2	3	1	2	2	1	1
CO 3	3	3	2	3	2	2	1	1	2	2	2
CO 4	2	2	2	2	2	1	2	1	1	2	2
CO 5	3	2	2	3	2	3	2	2	1	2	2
CO 6	2	2	3	2	2	3	1	1	2	2	2

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low

2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Mode of Assessment – CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

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

Formative Assessment (FA)

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

REFERENCES

1. C.R.Kothari, Gaurav Garg. 2019. Research methodology: Methods and techniques (4th revised ed.). New Age International (P) Ltd., Publishers.
2. S.P.Gupta. 2017. Statistical Methods. Sultan Chand & Sons, New Delhi. 44th Edition.
3. Chawla, D, & Sondhi,N. (2011) Research Methodology Concepts and Cases ,1st Edition, Vikas Publishing House, New Delhi.
4. Johnson, R.A. & Wichern, D.W. (1997) Business Statistics-Decision Making with Data, 1st Edition, John Wiley & Sons, United States.
5. Malhotra, N & Dash. S (2010) Marketing Research - An Applied Orientation ,6th Edition, Pearson, Prentice Hall of India, New Delhi.
6. Donald R. Cooper and Pamela S. Schindler (2013), Business Research Methods, Tata McGraw Hill
7. Williams Zickmund G (2003), Business Research Methods, 7th Edition, Pearson Education
8. Hair, Anderson, Tatham and Black (2006), 5th Edition, Multivariate Data Analysis, Pearson Education
9. O.R. Krishnaswamy (2005), Methodology of Research in Social Sciences, 2nd Edition, Himalaya Publishers.

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

Formative Assessment (FA)

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

REFERENCES

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

Programme	BBA				
Course Code	BBA5EJ311(6)				
Course Title	Data Visualization for Analytics				
Type of Course	(Elective Course 1) Group 6 - Business Analytics				
Semester	5				
Academic Level	300-399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4	-	-	60
Pre-requisites					
Course Summary	This course introduces the basic design principles and techniques for visualizing data interactively. The course intends to provide understanding on how visual representations can help in the analysis and understanding of complex data in the first place. The course also teaches on how to design visualizations, and how to implement interactive visualizations using effective software tools. Students will also learn to evaluate the effectiveness of visualization designs, and think critically about each design decision, such as choice of color and choice of visual encoding. Students will create their own data visualizations and learn to use Open-Source data visualization tools.				

Course Outcomes (CO):

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

Detailed Syllabus:

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

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

Mapping of COs with PSOs and POs:

	PSO 1	PSO 2	PSO 3	PSO4	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	2	3	3	3	2	3	3	3	2	3	3
CO 2	3	3	3	3	3	3	3	3	3	3	3

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

Correlation Levels:

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

Assessment Rubrics:

Mode of Assessment – CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

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

Formative Assessment (FA)

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

REFERENCES

1. Tufte, E, Envisioning Information, Graphics Press.
2. Tamara Munzner, Visualization Analysis and Design, CRC Press.
3. Nathan Yau, Visualize This- The FlowingData Guide to Design, Visualization, and Statistics, Wiley.
4. S,A.Vivek., & Kumar, Rakesh. S. (2019). Business Analytics: An Introduction. SS Book Series. (ISBN: 978-93-5391-992-4)
5. Scott Murray, Interactive Data Visualization for the Web, O'Reilly.

SUGGESTED READINGS:

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

Programme	BBA				
Course Code	BBA5EJ312(6)				
Course Title	Data Analytics Using R				
Type of Course	(Elective Course 2) Group 6 - Business Analytics				
Semester	5				
Academic Level	300-399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4	-	-	60
Pre-requisites	There are no prerequisites for this course.				
Course Summary	This course, "Introduction to R Programming " provides participants with a comprehensive introduction to the R programming language, covering essential concepts such as data types, exploratory functions, and advanced topics like arrays, matrices, and vectors. The course also explores the practical application of supervised learning models, including Single Linear Regression, Multiple Linear Regression, Binary Logistic Regression, Decision Trees, and Random Forest, with a focus on solving business cases. This combination of R programming fundamentals and hands-on experience with predictive modelling equips participants with valuable skills for efficient data manipulation and analysis, fostering their ability to make informed, data-driven decisions in diverse professional contexts.				

Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	To understand the syntax of R	U	C	Instructor-created exams / Quiz

CO2	To take a large dataset, break it up into manageable pieces and use a range of qualitative and quantitative methods	Ap	P	Seminar Presentation / Group Tutorial Work
CO3	To learn tools that help to communicate the findings using R visualization packages	Ap	P	Seminar Presentation / Group Tutorial Work
CO4	To acquire skills in R programming for processing text-based data and interpreting the results	Ap	p	Seminar Presentation / Group Tutorial Work
CO5	To bring out the insights from the data analysis using R	Ap	P	Seminar Presentation / Group Tutorial Work
<p>* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)</p>				

Detailed Syllabus:

Module	Unit	Content	Hrs (60)	Internal (30)	External (70)
I	Data analytics using R		10	20	16
	1	Introduction to R: Getting started with an IDE – R Studio			
	2	Console as a calculator – variable assignment – arithmetic in R - basic data types			
	3	Numeric, integers, logical and characters – type match errors – type checking – type conversion			
	4	Familiarization with packages.			
II	Reading data using R		15		18
	5	Basic read writes operations			
	6	understanding exploratory functions to cover Summary & Structure of data			
	7	Data behavioural description using measures of central tendency and measures of dispersion			
III	Arrays and Matrices		15		18
	8	Arrays and Matrices: Array indexing – Array function – Array arithmetic. Construct matrix			
	9	Matrix naming – Matrix indexing			
	10	Matrix multiplication, linear equations, determinants			
	11	Least square fitting – Matrix partitioning – Frequency tables and factors			

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

Mapping of COs with PSOs and POs:

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

Correlation Levels:

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

Assessment Rubrics:

Mode of Assessment – CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

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

Formative Assessment (FA)

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

REFERENCES

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

SUGGESTED READINGS:

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

Programme	BBA				
Course Code	BBA6EJ311(6)				
Course Title	Data Analytics using Python				
Type of Course	(Elective Course 3) Group 6 - Business Analytics				
Semester	6				
Academic Level	300-399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4	-	-	60
Pre-requisites					
Course Summary	This comprehensive course provides a strong foundation in Python programming. It emphasizes practical data manipulation skills using				

	Pandas and NumPy, introduces machine learning concepts, and specifically focuses on supervised learning, exploring various algorithms and their real-world applications across different domains. By the end of the course, students will have gained the necessary skills to work with data in Python and a fundamental understanding of supervised learning, setting the stage for further exploration in machine learning.
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Course Outcomes (CO):

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

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

Detailed Syllabus:

Module	Unit	Content	Hrs (60)	Internal (30)	External (70)
I	Data analytics using Python		13	20	16
	1	Overview, Python Features			
	2	Basic Syntax, Variable Types, Basic Operators, decision making			
	3	Loops, Python Data Structures - Lists and Tuples, Sets, Dictionaries, Date & time, Functions			
	4	Functions, Scope of Variables, Objects and Classes			
II	Working with Data in Python		15		18
	5	Reading files with Open, writing files with Open, loading data with Pandas, working with and saving with Pandas			
	6	Array oriented Programming with Numpy			
	7	Data cleaning and preparation, Plotting and Visualization, Data Aggregation and Group Operations			
	8	Framework for building ML Systems, KDD process model, CRISP-DM & SEMMA, Machine learning Python packages, Machine Learning Core Libraries			
III	Machine Learning		10		18
	9	Introduction to Machine Learning			
	10	History and Evolution			
	11	Machine Learning categories			
	12	Supervised, Unsupervised and Reinforcement learning			
	13	Framework for building ML Systems			
	14	KDD process model, CRISP-DM & SEMMA,			
	15	Machine learning Python packages.			
	16	Machine Learning Core Libraries			
IV	Supervised Learning		10		18
	17	Introduction to classification, Linear Regression			
	18	Metrics for evaluating linear model,			
	19	Multivariate regression, Non-Linear Regression, K-Nearest Neighbour,			
	20	Decision Trees, Logistic Regression			
	21	Support Vector Machines, Model Evaluation			
	22	Applications of supervised learning in multiple domains.			
V	Open Ended Module		12	10	
	1	Practical Sessions			

Mapping of COs with PSOs and POs:

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

Correlation Levels:

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

Assessment Rubrics:

Mode of Assessment – CCA (Continuous Comprehensive Assessment) -

Summative Assessment (SA)

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

Formative Assessment (FA)

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

REFERENCES

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

SUGGESTED READINGS:

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

Programme	BBA				
Course Code	BBA6EJ312(6)				
Course Title	Advanced Data Analytics for Business Decision				
Type of Course	(Elective Course 4) Group 6 - Business Analytics				
Semester	6				
Academic Level	300-399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4	-	-	60
Pre-requisites	There are no prerequisites for this course				
Course Summary	This business analytics course offers a comprehensive journey through the key methodologies and tools in analytics. By the course's conclusion, participants will have acquired a robust skill set, enabling them to leverage analytics for effective business decision-making and problem-solving, with hands-on experience using relevant software tools.				

Course Outcomes (CO):

CO	CO Statement	Cognitive Level*	Knowledge Category#	Evaluation Tools used
CO1	Understand the distinct methodologies, tools, and business applications associated with each type of analytics	U	C	Practical Assignment / Observation of Practical Skills
CO2	Develop a thorough comprehension of the fundamental concepts and principles underlying business analytics	Ap	P	Instructor-created exams / Quiz

CO3	Gain hands-on experience in applying analytics using tools like R and E Views software	Ap	P	Instructor-created exams / Quiz
CO4	Enable the students to apply analytics concepts to contribute effectively to strategic decision-making processes within various business domains	U	C	Practical Assignment / Observation of Practical Skills
<p>* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)</p>				

Detailed Syllabus:

Module	Unit	Content	Hrs (60)	Internal (30)	External (70)
I	Introduction to Business Analytics		10	20	16
	1	Introduction to Business Analytics, Why Analytics, Introduction to descriptive Analytics, Predictive Analytics, Prescriptive Analytics			
	2	Big Data Analytics			
	3	Web and Social Media Analytics, Machine Learning Algorithms			
	4	(Supervise learning algorithm, unsupervised algorithm, reinforcement algorithm, evolutionary learning algorithm)			
II	Descriptive Analytics		15		18
	5	Data Types and Scales, Structured and Unstructured Data, Cross-Sectional, Time Series, and Panel Data, Types of Data Measurement Scales, Population and Sample.			
	6	Measures of Central Tendency, mean (Or Average) Value, Median, Mode, Percentile, Decile, and Quartile, Measures of Variation			
	7	Inter-Quartile Distance (IQD), Variance and Standard Deviation, Measures of Shape – Skewness and Kurtosis			
	8	Hands-on on descriptive analysis			
III	Predictive analytics		18		18
	9	Simple linear regression, Estimation of Parameters Using Ordinary Least Squares			
	10	Interpretation of Simple Linear Regression Coefficients			
	11	Spurious Regression			
	12	Residual Analysis			
	13	Outlier Analysis			
	14	Multiple Linear Regression, Correlation and Regression Model, Interpretation of MLR Coefficients			

	15	Standardized Regression Co-efficient, Co-efficient of Multiple Determination (R-Square) and Adjusted R-Square, F-Test.			
	16	Validation of Overall Regression Model			
	17	Analyzing predictive analysis using R software.			
IV	Prescriptive analysis		5		18
	18	Linear Programming, Linear Programming (LP) Model Building			
	19	Linear Programming Problem (LPP) Terminologies			
	20	Simple method			
	21	Graphical method, Introduction to Multi-Criteria Decision-Making (MCDM),			
	22	Data visualization using software like power Bi and Tableau.			
V	Open Ended Module:		12	10	
	1	Hands On			

Mapping of COs with PSOs and POs:

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