



PROGRAMME PROJECT REPORT (PPR) - BACHELOR OF BUSINESS ADMINISTRATION

ITM UNIVERSITY
ITM SCHOOL OF BUSINESS AND LEADERSHIP
PROGRAMME PROJECT REPORT (PPR)
BACHELOR OF BUSINESS ADMINISTRATION
BBA – ONLINE PROGRAMME
THREE-YEAR UNDERGRADUATE DEGREE
PROPOSED SCHEME OF STUDY – 136 CREDITS
Effective from the academic year 2026–27 (Proposed)

ITM University
School of Business and Leadership

DIRECTOR
Centre for Distance and
Online Education (CDOE)
ITM University Gwalior

ITM School of Business and Leadership | ITM University | Programme Project Report – BBA Online

Faculty list of ITM School of Business and Leadership

S.No.	Faculty's Name	Designation
1	Prof. (Dr.) Yogesh Upadhyay	Vice Chancellor/ Dean
2	Ms. Ameya Chauhan	Head of Department
3	Prof. Vandana Bharti	Associate Professor
4	Mr. Keshav Kansana	Associate Professor
5	Dr. Deepshikha Chavhan	Associate Professor
6	Dr. Vinay Gupta	Associate Professor
7	Dr. Aditya Tripathi	Associate Professor
8	Dr. R. B. Shridhar	Assistant Professor
9	Dr. Nitesh Dubey	Assistant Professor
10	Dr. Aditya Ranjan	Assistant Professor
11	Dr. Rakhi Chauhan	Assistant Professor
12	Dr. Abhishek Shrivastava	Assistant Professor
13	Dr. Medha Mishra	Assistant Professor
14	Dr. Lily Vats	Assistant Professor
15	Dr. Arunika Shah	Assistant Professor
16	Dr. Gaura Chauhan	Assistant Professor
17	Mr. Sanjay Gupta	Assistant Professor
18	Mr. Avadh Bihari	Assistant Professor
19	Ms. Tanisha	Assistant Professor
20	Ms. Nidhi Sharma	Assistant Professor
21	Ms. Nidhi Parpyani	Assistant Professor
22	Ms. Kamini Tomar	Assistant Professor
23	Ms. Raksha Sharma	Assistant Professor
24	Mr. Rishav Kumar	Assistant Professor
25	Ms. Ishita Tripathi	Assistant Professor


DIRECTOR
 Centre for Distance and
 Online Education (CDOE)
 ITM University Gwalior



TABLE OF CONTENTS

No.	Contents	Page No.
I.	Programme Profile	1
II.	Programme Mission and Objectives	1
III.	Relevance of the Programme with the HEI's Mission and Goals	1
IV.	Nature of Prospective Target Group of Learners	2
V.	Appropriateness of the Programme to be Conducted in Online Mode	2
VI.	Programme Outcomes (PLOs)	2
VII.	Instructional Design	3
VIII.	Programme Structure: Bachelor of Business Administration (3 Years)	4
IX.	Semester-wise Scheme of Study - Semesters III and IV	5
X.	Semester-wise Scheme of Study - Semesters V and VI	6
XI.	Discipline Specific Elective (DSE) Basket	7
XII.	Faculty and Support Staff	7
XIII.	Delivery Mechanism	7
XIV.	Procedure for Admissions, Curriculum Transaction and Evaluation	8
XV.	Requirement of Laboratory Support and Library Resources	8
XVI.	Cost Estimate of the Programme and Provisions	9
XVII.	Quality Assurance Mechanism	9
XVIII.	NEP 2020 / Multiple Entry-Exit Context	9
XIX.	Annexure - Programme Credit Summary	9

PROGRAMME PROJECT REPORT (PPR)

I. Programme Profile

S. No.	Particulars	Proposed Details
1	Degree Awarding Body	ITM University
2	Teaching Institution	ITM School of Business and Leadership, ITM University
3	Name of the Programme	Bachelor of Business Administration (BBA)
4	Mode of Delivery	Online
5	Minimum Duration	3 Years / 6 Semesters
6	Maximum Duration	As per applicable UGC/University regulations
7	Minimum Eligibility	As per the approved admission regulations of ITM University and applicable regulatory provisions
8	Programme Credits	136
9	Programme Level	Undergraduate / Bachelor's
10	Nature of Target Group	Students seeking undergraduate education in business administration through flexible online learning
11	Nature of Programme	Professional / Undergraduate
12	Board of Studies Approval	2nd March 2026
13	Academic Council Approval	01 st June 2026

II. Programme Mission and Objectives

- Develop a strong foundation in management principles and their application across diverse business environments.
- Build proficiency in statistical analysis, accounting, economics and data-based decision-making for business contexts.
- Develop effective written, oral, interpersonal and collaborative communication capabilities.
- Enable learners to understand and apply functional areas of business including finance, marketing, human resources, operations and strategy.
- Develop adaptability to technological advancements and the use of digital tools for solving business problems.
- Foster ethical conduct, professional responsibility, sustainability and inclusive approaches to business.
- Develop entrepreneurial thinking, critical thinking and practical problem-solving abilities.
- Provide opportunities for project work, internship and application-oriented learning within the approved curriculum.
- Develop a global business perspective and awareness of economic, legal, technological and social contexts.
- Encourage research orientation, independent learning and continuous professional development.

III. Relevance of the Programme with the HEI's Mission and Goals

- Industry relevance through management fundamentals, functional business disciplines, digital marketing, analytics and practical tools.
- Flexible access through online learning for learners who require location and time flexibility.
- Technology-enabled learning through digital learning resources, online interaction and business software/tools.
- Development of professional competencies including communication, teamwork, emotional intelligence and professional ethics.
- Application-oriented learning through projects, practical components, summer internship and data-analysis activities.
- Outcome-based academic design linking course learning with the programme outcomes prescribed in the approved scheme.
- Continuous improvement through academic review, learner feedback and outcome-attainment analysis.

Danish
DIRECTOR
 Centre for Distance and
 Online Education (CDOE)
 ITM University Gwalior

M. K. Singh

IV. Nature of Prospective Target Group of Learners

- School-leaving learners seeking a structured undergraduate qualification in business administration.
- Learners seeking flexible online undergraduate education alongside other academic, family or professional commitments.
- Learners interested in careers in management, marketing, finance, human resources, operations, entrepreneurship and related business functions.
- Learners seeking foundational business knowledge before pursuing postgraduate education or professional qualifications.
- Learners seeking exposure to digital tools, analytics and contemporary business practices.

V. Appropriateness of the Programme to be Conducted in Online Mode

The BBA curriculum is suitable for online delivery because a substantial part of the programme is structured around conceptual business knowledge, guided self-learning, digital resources, case-based activities, assignments, discussions, projects and application-oriented learning. The curriculum also includes practical and project components that can be supported through appropriately designed online demonstrations, software-based activities, virtual mentoring, digital submissions and supervised assessment mechanisms, subject to the University's approved online education framework.

- LMS-based access to structured course content, readings, presentations, recorded learning resources and academic activities.
- Synchronous and asynchronous academic interaction through online classes, discussion forums, mentoring and feedback.
- Digital case studies and application-based assignments for management and business subjects.
- Online demonstrations and guided practice for Computer Applications, Jamovi, Tally and Excel/Power BI-related components.
- Digital project supervision, internship documentation and viva/assessment support as permitted by University regulations.
- Continuous learner support through academic, technical and assessment-related channels.

VI. Programme Outcomes (PLOs)

PLO 1: Demonstrate a comprehensive understanding of management principles and apply them across diverse business environments.

PLO 2: Apply statistical techniques to analyse business data and support informed decision-making.

PLO 3: Explain microeconomic and macroeconomic principles and their implications for business operations and strategy.

PLO 4: Demonstrate ethical conduct, integrity, transparency and social responsibility in business decision-making.

PLO 5: Communicate ideas effectively and work collaboratively in diverse teams and professional contexts.

PLO 6: Use emerging technologies and data-analytics tools to address business challenges.

PLO 7: Explain global business environments and consider cultural, economic and legal contexts in business decisions.

PLO 8: Apply critical thinking, analytical reasoning and problem-solving to business challenges.

PLO 9: Incorporate sustainability and inclusivity into responsible business practices.

PLO 10: Demonstrate research orientation, independent learning and commitment to lifelong professional development.


DIRECTOR
 ITM School of Business and Leadership | ITM University | Programme Project Report – BBA Online
Centre for Distance and Online Education (CDOE)
ITM University Gwalior



VII. Instructional Design

Course Curriculum

The curriculum progresses from foundational management and business knowledge in Semester I, through functional business areas and skill/value-added learning in Semesters II–III, to economics, research, management accounting and professional skills in Semester IV, followed by strategy, international business, taxation, digital marketing and internship in Semester V, and operations, business law, emotional intelligence and business analytics in Semester VI.

The scheme is organised around Major/Core courses and the prescribed AEC, SEC, VAC, DSE and Internship/Project components. The three-year BBA award carries 138 credits. The attached scheme specifies that the undergraduate programme has six semesters and that the three-year BBA is one of the exit/award options within the broader BBA/BBA (Honours)/BBA (Honours with Research) framework.

The credit framework in the source scheme defines 15 hours of theory as 1 credit, 30 hours of practical as 1 credit, 60 hours of project as 1 credit and 10 hours of internship as 1 credit.

Learning Materials

- Structured self-learning materials and digital reading resources.
- Recorded and/or synchronous online learning resources as scheduled by the University.
- Presentations, case studies, examples, activities and assignments.
- Guided practical resources for software-based courses.
- Digital library resources and supplementary academic readings.

Academic Review

The curriculum should be periodically reviewed through the appropriate University academic/statutory mechanisms, with inputs from faculty, industry experts, learners, alumni and other stakeholders, as applicable.

Outcome-Based Approach

Course learning outcomes should be aligned with the programme learning outcomes, and assessment activities should provide evidence of learner attainment. The online delivery model should maintain equivalence of academic standards, learner engagement and assessment integrity with the approved University framework.


DIRECTOR
ITM School of Business and Leadership | ITM University | Programme Project Report – BBA Online
**Centre for Distance and
Online Education (CDOE)**
ITM University Gwalior



VIII. Programme Structure: Bachelor of Business Administration (3 Years)

Semester I – Foundation of Business and Management

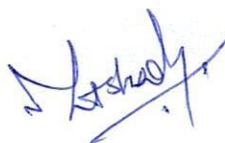
Course Code	Course Title	Lecture	Tutorial	Practical	Credit
BBA-101	Principles of Management	6	0	0	6
BBA-102	Financial Management	4	0	0	4
BBA-103	Fundamentals of Accounting	3	0	0	3
AEC-101	Business Communication and Drafting	2	0	0	2
SEC-101	Computer Applications	3	0	0	3
	Semester Total	18	0	2	18

Semester II – Functional Business Areas

Course Code	Course Title	Lecture	Tutorial	Practical	Credit
BBA-201	Marketing Management	6	0	0	6
BBA-202	Human Resource Management	6	0	0	6
BBA-203	Cost Accounting	4	0	0	4
AEC-201	Gandhi and Gandhian Way	2	0	0	2
VAC-201	E-Commerce	2	0	0	2
	Semester Total	20	0	0	20

Semester Credit Total: 40 Credits (Semesters I–II)


DIRECTOR
 ITM School of Business and Leadership | ITM University | Programme Project Report – BBA Online
Centre for Distance and Online Education (CDOE)
ITM University Gwalior



IX. Semester-wise Scheme of Study – Semesters III and IV

Semester III – Organisation, Statistics and Entrepreneurship

Course Code	Course Title	Lecture	Tutorial	Practical	Credit
BBA-301	Organizational Behaviour	6	0	0	6
BBA-302	DSE 1 – MM / HR / Finance	6	0	0	6
BBA-303	Business Statistics	4	0	0	4
BBA-304	Pathways to Entrepreneurship-I	3	0	0	3
AEC-301	Environmental Studies and Disaster Management	2	0	0	2
SEC-301	Jamovi	2	0	1	3
VAC-301	Stock Market and Investment Basics	1	0	1	2
	Semester Total	22	0	2	26

Semester IV – Economics, Research and Professional Skills

Course Code	Course Title	Lecture	Tutorial	Practical	Credit
BBA-401	Managerial Economics	6	0	0	6
BBA-402	Business Research	6	0	0	6
BBA-403	DSE 2 – MM / HR / Finance	4	0	0	4
BBA-404	Management Accounting	4	0	0	4
AEC-401	Professional Ethics and Corporate Social Responsibility	2	0	0	2
SEC-401	Tally	3	0	0	3
ITR-401	Project	0	0	2	2
	Semester Total	25	0	2	27


DIRECTOR
 ITM School of Business and Leadership | ITM University | Programme Project Report – BBA Online
Centre for Distance and Online Education (CDOE)
ITM University Gwalior



X. Semester-wise Scheme of Study – Semesters V and VI

Semester V – Strategy, International Business and Industry Exposure

Course Code	Course Title	Lecture	Tutorial	Practical	Credit
BBA-501	Business Policy and Strategy	6	0	0	6
BBA-502	DSE 3 – MM / HR / Finance	6	0	0	6
BBA-503	GST	4	0	0	4
BBA-504	International Business	3	0	0	3
AEC-501	Pathways to Entrepreneurship-II	2	0	0	2
VAC-501	Digital Marketing and Analytics	2	0	0	2
ITR-501	Summer Internship	0	0	2	2
	Semester Total	23	0	2	25

Semester VI – Operations, Law and Business Analytics

Course Code	Course Title	Lecture	Tutorial	Practical	Credit
BBA-601	Production and Operations Management	6	0	0	6
BBA-602	DSE 4 – MM / HR / Finance	6	0	0	6
BBA-603	Business Law	4	0	0	4
AEC-601	Emotional Intelligence	2	0	0	2
VAC-601	Data Analysis using Excel / Power BI	0	0	2	2
	Semester Total	18	0	2	20

Credit Summary

Semester	Credits
Semester I	18
Semester II	22
Semester III	26
Semester IV	27
Semester V	25
Semester VI	20
Total – Three-Year BBA	138

The source scheme explicitly states: "3 Years BBA Program Total Credits = 138."


DIRECTOR
 Centre for Distance and
 Online Education (CDOE)
 ITM University Gwalior



XI. Discipline Specific Elective (DSE) Basket

The attached scheme provides Discipline Specific Elective choices in Marketing Management (MM), Human Resource Management (HR) and Finance (FM). The relevant DSE options are reproduced below. Availability and allocation should be governed by the approved University/School academic regulations.

DSE	Code	Course	Credit
DSE-1	BBA-302 MM	Consumer Behaviour	6
DSE-1	BBA-302 HR	Training and Development	6
DSE-1	BBA-302 FM	Income Tax	6
DSE-2	BBA-403 MM	Advertising and Brand Management	4
DSE-2	BBA-403 HR	Industrial Relations and Labor Legislation	4
DSE-2	BBA-403 FM	Fintech and Digital Finance	4
DSE-3	BBA-502 MM	International Marketing	6
DSE-3	BBA-502 HR	Group Dynamics and Team Building	6
DSE-3	BBA-502 FM	Working Capital Management	6
DSE-4	BBA-602 MM	Customer Relationship Management	6
DSE-4	BBA-602 HR	Organization Change and Development	6
DSE-4	BBA-602 FM	Security Analysis and Portfolio Management	6

Other Approved Learning Opportunities

- MOOC/NPTEL/SWAYAM courses as approved by the School/Faculty every year.
- Performer's Courses, as applicable under the approved academic framework.
- Students may take extra-credit courses from their own school/department or another school/department as per ITM University norms.

XII. Faculty and Support Staff

Staff Category	Proposed Requirement
Professor / Associate Professor	As per applicable UGC, University and online education norms and approved staffing plan
Assistant Professor	As per applicable UGC, University and online education norms and approved staffing plan
Academic / Programme Support Staff	As per approved programme delivery and learner-support requirements
Technical / LMS Support Staff	As per approved online learning and LMS support requirements
Administrative Support Staff	As per approved University staffing plan

XIII. Delivery Mechanism

- Learning Management System (LMS)-based course delivery with structured modules and learning activities.
- Recorded and/or synchronous online classes as scheduled by the University.
- Digital self-learning material, readings, presentations, cases, activities and assignments.
- Online academic interaction through discussion forums, live sessions, mentoring and feedback mechanisms.
- Application-oriented learning through case analysis, software-based practical work, projects and internship-related activities.
- Digital learner support covering academic guidance, technical support and assessment-related communication.
- Medium of Instruction: English, unless otherwise specified by approved University regulations.

[Signature]
DIRECTOR
 Centre for Distance and
 Online Education (CDOE)
 ITM University Gwalior

[Signature]
Marshall

XIV. Procedure for Admissions, Curriculum Transaction and Evaluation

Admission Procedure

Admission shall be based on the eligibility criteria and admission procedure approved by ITM University and applicable regulatory requirements. Verification of academic credentials and other required documents shall be undertaken as prescribed by the University.

Duration of the Programme

The normal duration of the three-year BBA programme is three academic years divided into six semesters. The maximum period for completion shall be governed by applicable University and regulatory provisions.

Eligibility

The specific minimum eligibility requirement is to be inserted from the current approved ITM University admission regulations. The attached BBA scheme does not provide a detailed Class XII/qualifying-examination eligibility statement in the supplied text.

Fee Structure

The fee structure should be inserted from the approved ITM University fee notification for the BBA Online programme. No fee amount is provided in the attached BBA scheme.

Credit System

The three-year BBA programme comprises 138 credits. The scheme defines credit equivalence as 15 hours of theory = 1 credit, 30 hours of practical = 1 credit, 60 hours of project = 1 credit and 10 hours of internship = 1 credit.

Evaluation

Assessment should include appropriate continuous/internal assessment and end-term/semester examination components, together with evaluation of projects, practical activities and internship-related work as applicable. The exact marks distribution, passing requirements, examination pattern and grading scheme should be inserted from the approved ITM University regulations because these details are not specified in the attached BBA scheme.

Proposed Assessment Components

- Assignments submissions
- Case studies and application-based activities
- Quizzes
- Online participation and academic activities
- Software-based practical exercises where prescribed
- Project work and viva-voce
- Mega Project

XV. Requirement of Laboratory Support and Library Resources

The programme should provide learners with access to adequate digital library resources, e-books, journals, databases and learning repositories relevant to business administration. Courses involving computer applications, Jamovi, Tally and Excel/Power BI should provide suitable software access, demonstrations and learner support, subject to institutional licensing and technical arrangements.

The final PPR should specify the approved ITM University library resources, databases, LMS facilities, software and learner-support infrastructure applicable to the Online BBA programme.


Dr. D. S. Gaur
ITM School of Business and Leadership | ITM University | Programme Project Report – BBA Online
Online Education (OCE)
ITM University Gwalior



XVI. Cost Estimate of the Programme and Provisions

The cost structure should be prepared on the basis of the approved programme budget and University financial provisions. Major heads may include:

- Learning material development and delivery
- Faculty and academic support
- LMS / technology platform development and maintenance
- Digital library and database resources
- Software and technical infrastructure
- Examination and evaluation
- Student support services
- Quality assurance and programme development

Specific percentage allocations and monetary estimates are not included because the attached BBA scheme does not provide them.

XVII. Quality Assurance Mechanism

Quality assurance for the programme should be implemented through the University's approved internal quality assurance and online education mechanisms. Continuous improvement should be supported through curriculum review, learner feedback, course-level outcome analysis, examination review, faculty development, academic audits and stakeholder inputs.

- Periodic review of programme and course outcomes.
- Monitoring of online teaching-learning processes and learner engagement.
- Analysis of assessment performance and learning-outcome attainment.
- Feedback from learners, faculty, alumni and relevant industry stakeholders.
- Corrective and improvement action plans.
- Periodic review of digital learning resources, software access and learner support.
- Academic review of practical, project and internship components.

XVIII. NEP 2020 / Multiple Entry-Exit Context

The source scheme is framed within the academic structure aligned with the National Education Policy (NEP) 2020 and provides single entry and multiple exits across the three- and four-year undergraduate framework. It identifies three years as the BBA award option, with the possibility, subject to the School/University schedule and requisite credits, of re-entry into the seventh semester for completion of BBA (Honours) or BBA (Honours with Research).

For this PPR, the proposed online programme specifically covers the three-year BBA award comprising six semesters and 138 credits. Any re-entry, continuation or progression into the four-year Honours/Research pathway should remain subject to the then-current approved University rules and academic schedule.

XIX. Annexure – Programme Credit Summary

Semester	Focus Area	Credits
I	Foundation of Business and Management	18
II	Functional Business Areas	22
III	Organisation, Statistics and Entrepreneurship	26
IV	Economics, Research and Professional Skills	27
V	Strategy, International Business and Industry Exposure	25
VI	Operations, Law and Business Analytics	20
Total	Three-Year BBA	138



ITM School of Business and Leadership | ITM University | Programme Project Report – BBA Online


DIRECTOR
 Centre for Distance and
 Online Education (CDOE)
 ITM University Gwalior

END OF PROGRAMME PROJECT REPORT

ITM University Gwalior


DIRECTOR
Centre for Distance and
Online Education (CDOE)
ITM University Gwalior





UNIVERSITY
GWALIOR • MP • INDIA

"CELEBRATING DREAMS"

BBA - SEMESTER I

Course Code: A-101	Course BBA-101 - BBA - SEMESTER I PRINCIPLES OF MANAGEMENT	L-T-P 6-0-0	Credits 6
-----------------------	---	----------------	--------------

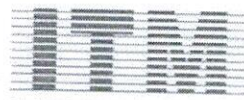
Course Objective: Not separately specified in the source BBA syllabus.

Course Outcomes:

CO1.	Students will be able to Remember historical management theories and their contributors. BL2- Understand
CO2.	Students will be able to Understand the roles and responsibilities of different levels of management. BL3-Apply
CO3.	Students will be able to Apply management functions to solve basic organizational problems. BL4-Analyze
CO4.	Students will be able to Analyze organizational structures and identify areas for improvement. BL5-Evaluate
CO5.	Students will be able to Evaluate the effectiveness of management practices in various organizational contexts

Course Content:

Module 1	Definition, nature, and significance of management, principles of management, management and administration, levels of management, role of managers and managerial skills; Evolution of management thought: Classical, Behavioral, Quantitative, Systems, Contingency and Modern approaches; Management as a science and an art; Functions of management: Planning, organizing, leading, and controlling	18 Hours
Module 2	Nature, Importance and Purpose of planning in management; Types of plans: Strategic, tactical, operational; Planning process and techniques; Decision making - Importance and steps, decision making models and tools; Organizational structure and design; types of organizational structures: Functional, divisional, matrix; Authority, responsibility, and delegation, Centralization Vs Decentralization of authority and responsibility - Span of Control; Coordination and integration, MBO and MBE; Nature and Importance of staffing - Process of selection and recruitment.	18 Hours
Module 3	Meaning and nature of directing, Leadership theories (trait, behavioral, contingency, participative, charismatic, transformational, level-5 leader), Motivation theories and practices (Maslow, Herzberg two factor, McGregor's theory x & theory y), Hawthorne effect, Communication (meaning and importance) in management, Team building and group dynamics; Controlling-meaning and steps in controlling, control process and systems, essentials of sound control system, methods of establishing control, types of control; Performance measurement and management.	18 Hours
Module 4	Overview of strategic management, SWOT analysis and strategic formulation, Implementing and evaluating strategies. Ethical issues in management, Corporate social responsibility (CSR), Sustainable management practices.	18 Hours
Module 5	Management Control: Propose AI-driven decision support system, Automated Decision-Making, Enhancing Managerial Decision-Making with AI tools, designing leadership development plan and performance management strategy for a hypothetical company.	18 Hours
Recommended Books	Robbins, S. P. & Coulter, M. A. Management. Pearson • Jones, G. R., and George, J. M. Essentials of contemporary management. New York, NY: McGraw-Hill Education.	



UNIVERSITY
GWALIOR • MP • INDIA

"CELEBRATING DREAMS"

BBA - SEMESTER I

Course Code: A 102	Course BBA 102 - BBA - SEMESTER I FINANCIAL MANAGEMENT	L-T-P 4-0-0	Credits 4
-----------------------	---	----------------	--------------

Course Objective: Not separately specified in the source BBA syllabus.

Course Outcomes:

CO1.	Understand key financial concepts including time value of money and financial goals. BL 1,2,5
CO2.	Understand financial statements to evaluate an organization's financial position. BL 4
CO3.	Analyze various firm's performance and risk by using financial ratios BL 3
CO4.	Apply investment projects using capital budgeting techniques and cost of capital models. BL 1,2
CO5.	Understand working capital strategies using financing policies and estimation techniques.

Course Content:

Module 1	Introduction Meaning and Scope of Finance, Finance Functions, Financial Goal: Profit Maximization vs. wealth maximization, Time Value of Money- Future value, present value, Value of annuity due, Multi Period Compounding	12 Hours
Module 2	Financial Analysis & Planning: Financial Statements - Balance Sheet, P&L Statement, Fund Flows Statement, Cash Flow Statement, Uses of the statement of changes in financial positions Financial Statement (Ratio) Analysis- Meaning & Nature,	12 Hours
Module 3	Financial Statement (Ratio) Analysis- Meaning & Nature, Liquidity Ratios, Leverage Ratios, Efficiency Ratios, Profitability Ratios, Valuation Ratios Dupont Analysis- Evaluation of a firm's earning power, Comparative statement analysis, cautions in using ratio analysis	12 Hours
Module 4	Investment Decisions: Capital Budgeting Decisions- Nature, types & features, investment evaluation criteria, Net Present Value (NPV), Internal Rate of return (IRR), Cost of Capital: Introduction & significance, concept of opportunity cost of capital, Cost of equity capital- Dividend Growth Model (Internal & External equity), Capital asset pricing model (CAPM)	12 Hours
Module 5	Working Capital Management Principles of working capital management- concept of working capital, operating and cash conversion cycle, permanent and variable working capital, balanced working capital position, determinant of working capital Estimating Working Capital Needs Current assets holding period, ratio of sales, ratio of fixed investments, Policies for Financing Current Assets Matching approach, conservative approach, aggressive approach, short-term & long-term financing	12 Hours
Recommended Books	• I.M. Pandey (2020). Financial Management (12th ed.). Vikas Publishing House. • M. Y. Khan and P. K. Jain. Financial Management Text, problems and Cases (8th Edition). McGraw Hill Publication • • Ross, S. A., Westerfield, R. W., & Jordan, B. D. (2020). Essential of Corporate Finance (10th ed.). McGraw-Hill Education.	



UNIVERSITY
Gwalior • MP • INDIA

"CELEBRATING DREAMS"

BBA - SEMESTER I

Course Code: A-103	Course BBA-103 - BBA - SEMESTER I FUNDAMENTAL OF ACCOUNTING	L-T-P 3-0-0	Credits 3
Course Objective: Not separately specified in the source BBA syllabus.			
Course Outcomes:			
CO1.	Course outcomes could not be reliably extracted from the source page.		
Course Content:			
Module 1	Module content could not be reliably extracted from the source block.		
Recommended Books	Recommended books/references are not separately legible in the source block.		

Handwritten signature

Handwritten signature



UNIVERSITY
GWALIOR • MP • INDIA

"CELEBRATING DREAMS"

BBA - SEMESTER

Course Code: C101	Course AEC101 - BBA - SEMESTER BUSINESS COMMUNICATION AND DRAFTING	L-T-P 2-0-0	Credits 2
----------------------	---	----------------	--------------

Course Objective: Not separately specified in the source BBA syllabus.

Course Outcomes:

CO1.	Explain the principles and process of effective business communication. BL2- Understand
CO2.	Demonstrate written and oral communication skills in a professional setting BL3-Apply
CO3.	Analyze barriers to communication and propose strategies to overcome them. BL5-Evaluate
CO4.	Design business documents such as reports, memos, proposals, and emails with clarity and professionalism. BL5- Create
CO5.	Integrate AI tools and intercultural knowledge (IKS) to enhance business communication in a global context

Course Content:

Module 1	Introduction: Need - Objectives and Principles of Communication - Communication Process- Types of Communication-Formal and Informal Communication, Verbal and Non-Verbal Communication - Barriers to Communication.	6 Hours
Module 2	Business Letters: Need, Functions and Kinds of Business Letters - Essentials of an Effective Business Letter - Layout- Routine Request Letters - Responses to Letters - Refusal Letters - Claims Letters - Collection Letters. Social Media and Communication: Creation of professional Profile on LinkedIn, Social Media etiquettes	6 Hours
Module 3	Listening Skills - Importance, Types of listening, Barriers to active listening, Developing listening skills Career management and communication: Resume writing and cover letters, Group Discussions and Interviews, Negotiation Skills	6 Hours
Module 4	Report Writing Report - Importance - Oral and Written Reports - Types of Business Reports - Characteristics of a Good Report - Preparing a Report. Technology in Communication- Text messaging-the Telephone, Email, Teleconferences, New age communication channels in internet - skype, etc	6 Hours
Module 5	Meeting & Professional Communication: Meetings-Need, Planning of Meetings, Drafting of Notice, Agenda, Minutes of Meeting, Business Circulars; Press Release - Advertising - Direct Mail Advertising and Advertising Letters.	6 Hours
Recommended Books	Sinha K. K., Business Communication	

[Signature]
DIRECTOR
Centre for Distance and
Online Education (CDOE)
ITM University Gwalior

[Signature]



UNIVERSITY
GWALIOR • MP • INDIA

"CELEBRATING DREAMS"

BBA - SEMESTER I

Course Code: C101 RT A	Course SEC101 PART A - BBA - SEMESTER I COMPUTER APPLICATION-I	L-T-P 3-0-0	Credits 3
------------------------------	--	----------------	--------------

Course Objective: Not separately specified in the source BBA syllabus.

Course Outcomes:

CO1.	Recall basic computer components, types of computers, and types of software. BL2-Understand
CO2.	Explain functions of operating systems, input/output devices, and memory types. BL3-Apply
CO3.	Use MS Word and MS Excel to perform formatting, data entry, and file operations. BL4-Analyse
CO4.	Break down data using Excel functions like logical, lookup, and statistical functions for business insights. BL5- Evaluate
CO5.	Evaluate the advantages of different communication media and select the appropriate tools for data transmission and internet communication

Course Content:

Module 1	Introduction to Computers • Definition and Characteristics of Computers • Block Diagram and Components (Input, Output, Memory, CPU) • Types of Computers • Applications in Business and Industry Lectures and Practical	9 Hours
Module 2	Word Processing using MS Word • Creating and Formatting Documents • Tables, Lists, and Templates • Headers, Footers, Page Setup • Mail Merge and Document Review Tools Lectures and Practical	9 Hours
Module 3	Spreadsheet using MS Excel • Basics of Excel Interface and Workbook Management • Data Entry and Formatting • Basic Formulas and Functions (SUM, AVERAGE, IF, COUNT) • Sorting, Filtering, and Charts Lectures and Practical	9 Hours
Module 4	Presentation Software • Introduction to PowerPoint • Creating Slides and Slide Layouts • Use of Graphics, Charts, and Multimedia • Presentation Tips and Delivery Lectures and Practical	9 Hours
Module 5	Operating System Basics • Basics of Operating Systems (Windows, Linux) • File and Folder Management • Control Panel and System Settings • Installing and Using Basic Software IT in Business • Overview of Business Applications of IT • e-Commerce, Digital Payments, and Online Banking • Cybersecurity Awareness • Introduction to Cloud Storage and Services (Google Drive, Dropbox) Lectures and Practical CO5 9 Part- C Experiential Learning (Either fill in details or upload an image file) Module Content Assessment Tools PBL/ Experiments/ Field Work/ Internship/ Industrial Visit/ Research Paper Presentation/ Seminar/ Case Study/ Simulation/ Games/Virtual Labs/Role Play Bloom's	3 Hours

Dr. Anshu
DIRECTOR
Centre for Distance and
Online Education (CDOE)
ITM University Gwalior

ITM University Gwalior Campus, NH-44, Turari, Gwalior, (M.P.) - 475 001 INDIA
mail: info@itm university.ac.in, web: www.itmuniversity.ac.in



UNIVERSITY
GWALIOR • MP • INDIA

"CELEBRATING DREAMS"

	Level Hours 1 Introduction to Computers • Definition and Characteristics of Computers • Block Diagram and Components (Input, Output, Memory, CPU) • Types of Computers • Applications in Business and Industry 1 2 Word Processing using MS Word • Creating and Formatting Documents • Tables, Lists, and Templates • Headers, Footers, Page Setup • Mail Merge and Document Review Tools 3 3 Spreadsheet using MS Excel • Basics of Excel Interface and Workbook Management • Data Entry and Formatting • Basic Formulas and Functions (SUM, AVERAGE, IF, COUNT) • Sorting, Filtering, and Charts 3 4 Presentation Software • Introduction to PowerPoint • Creating Slides and Slide Layouts • Use of Graphics, Charts, and Multimedia • Presentation Tips and Delivery 4 5 Operating System Basics • Basics of Operating Systems (Windows, Linux) • File and Folder Management • Control Panel and System Settings • Installing and Using Basic Software 5 IT in Business • Overview of Business Applications of IT • e-Commerce, Digital Payments, and Online Banking • Cybersecurity Awareness • Introduction to Cloud Storage and Services (Google Drive, Dropbox)	
Recommended Books	Computer fundamentals by B. Ram, (2000) New Age International.	

Dr. Anish

DIRECTOR



UNIVERSITY
GWALIOR • MP • INDIA

"CELEBRATING DREAMS"

BBA - SEMESTER I

Course Code: R- 101	Course ITR- 101 - BBA - SEMESTER I PROJECT	L-T-P 0-0-2	Credits 0
------------------------	---	----------------	--------------

Course Objective: Not separately specified in the source BBA syllabus.

Course Outcomes:

CO1.	Understand workplace dynamics, industry expectations, and project requirements. BL2- Understand
CO2.	Observe and describe organizational practices, culture, and functional processes. BL3-Apply
CO3.	Apply classroom knowledge in real-life projects, internships, or consultancy assignments. BL4-Analyze
CO4.	Analyze organizational data, challenges, and practical cases through project work or apprenticeship. BL5-Evaluate
CO5.	Prepare, present, and defend a comprehensive project/internship report demonstrating reflective learning.

Course Content:

Module 1	Orientation & Proposal: Understanding internship/project framework; Identifying organization/project area; Proposal preparation. Workshops, Orientation, Mentorship	30 Hours
Module 2	Organizational Exposure: Observing business functions; Studying structure, operations, and industry environment. Field Work, Apprenticeship, Mentorship	90 Hours
Module 3	Application of Knowledge: Applying theoretical concepts to live projects; Internship tasks; Functional exposure (HR, Finance, Marketing, Operations). Project Work, Practical Assignments, Case Studies	90 Hours
Module 4	Project Work & Analysis: Data collection; Analysis of organizational issues; Preparing case studies; Consultancy exercise (CE). Workshops, Mentorship, Applied Research	120 Hours
Module 5	Report, Presentation & Viva: Report writing; Documentation of findings; Final presentation & viva voce. Report Preparation, Presentation, Defense	30 Hours
Recommended Books	- Kothari, C. R., & Garg, G. (2019). Research methodology: Methods and techniques (4th ed.). New Age International. - ao, V. S. P., & Krishna, V. H. (2019). Management: Text and cases. Excel Books. - Articles - Kolb, D. A. (2015). Experiential learning: Experience as the source of learning and development. FT Press. - McCarthy, P. (2021). Internships and employability: The student experience. Journal of Education and Work, 34(2), 120-137.	

Dr. Anish

Dr. Anish



UNIVERSITY
GWALIOR • MP • INDIA

"CELEBRATING DREAMS"

BBA - SEMESTER II

Course Code: A 201	Course BBA 201 - BBA - SEMESTER II MARKETING MANAGEMENT	L-T-P 6-0-0	Credits 6
-----------------------	--	----------------	--------------

Course Objective: Not separately specified in the source BBA syllabus.

Course Outcomes:

CO1.	Students will be able to understand the fundamental marketing concepts and their applications BL4-Analyze
CO2.	Students will be able to Analyze market environments to identify opportunities and challenges BL6-Create
CO3.	Students will be able to Develop effective marketing strategies and plans BL5-Evaluate
CO4.	Students will be able to Evaluate marketing mix decisions to optimize business performance. BL3-Apply
CO5.	Students will be able to Apply ethical reasoning and professional values in marketing decisions. BL3-Apply
CO6.	Students will be able to Integrate AI and IKS insights into marketing practices.

Course Content:

Module 1	Introduction to Marketing & AI Integration: Evolution of Marketing, Core Marketing Concepts: Needs, Wants, Demands, Value, The Marketing Mix (4Ps, 7Ps), Marketing Management Philosophies, AI-driven Marketing Strategies, Indian Knowledge Systems (IKS) Perspective: Traditional Trade Practices & Consumer Behavior Case Study: Apple - Brand Loyalty and Product Ecosystem https://cdotimes.com/2024/11/21/case-study-apples-ecosystem-strategy-building-loyalty-and-revenue-through-integration-and-innovation/#google_vignette Class Activity 1 - Market Segmentation (Annexure 1) Role play Activity 1 Product Launch Event (Annexure 1) https://youtu.be/3dW5RJxX_gQ?si=Qye9VdwTig0QzJy "How to Create a Marketing Strategy"	18 Hours
Module 2	Consumer Behavior & Market Research : Consumer Decision -Making Process , Psychological & Social Influences , Market Segmentation, Targeting, and Positioning (STP) , Consumer Decision Patterns in Indian Markets , Market Research: Designing Customer driven marketing strategy Case study: Coca-Cola - Emotional Marketing and Brand Consistency https://quello.co/case-studies/coca-cola-marketing-case-study/ Class Activity 2 Marketing Mix (4Ps) Strategy Development (Annexure 2) Role-Play 2: Customer Complaint Handling (Annexure 2) https://youtu.be/m-z4Ct0SIAQ?si=1kXVDKdAGzZG4Ua4 "The Secret to Marketing - Simon Sinek on Marketing & Branding" by London Real"	18 Hours
Module 3	Product & Pricing Strategies: Product Life Cycle & Innovation, Branding & Positioning, Pricing Strategies, Product Development & Dynamic Pricing, Indigenous Pricing Strategies & Local Market Adaptation, Pricing decisions & methods Case Study: Nike - Brand Ambassadors and Social Responsibility https://mba-esg.in/nike-digital-marketing-strategies/ Class Activity 3 SWOT Analysis of a Brand (Annexure 3)	18 Hours

M. Shukla

Dr. Anush
DIRECTOR
Centre for Distance and
Online Education (CDOE)
ITM University Gwalior

ITM University Gwalior Campus, NH-44, Turari, Gwalior, (M.P.) - 475 001 INDIA
mail: info@itmiversity.ac.in, web: www.itmiversity.ac.in



UNIVERSITY
GWALIOR • MP • INDIA

"CELEBRATING DREAMS"

	Role-Play 3: Marketing Negotiation (Annexure 3) https://youtu.be/65MQnEMf-ul?si=8A0xHm83K1XQymzl "Marketing Management: Overview & Strategy" by TEDx Talks"	
Module 4	Promotion & Distribution Strategies: Integrated Marketing Communication (IMC), Digital & Social Media Marketing, Personalized Advertising, Promotional mix, Traditional Marketing & Distribution Networks Case study: Amazon - Customer-Centric Marketing and Technology Innovation https://businessmodelanalyst.com/amazon-marketing-strategy/?srsltid=AfmBOooJ590Ti1QXBMik6fGN-epLn_aY6qC8VF8WNI_Ig07AXidBlyhW Class Activity 4 Competitor Analysis (Annexure 4) Role-Play 4: Brand Ambassador Campaign (Annexure 4) https://youtu.be/rWhvuK5hhRw?si=IOTBzubh4lDact1T "What is Marketing"	18 Hours
Module 5	Strategic Marketing & Ethics: Strategic Market Planning, Sustainable Marketing, Ethical Issues in Marketing, Ethics in Marketing, Emerging trends, augmented reality, virtual reality Case study Tesla - Disruptive Marketing and Innovation https://www.towardsautomotive.com/blog/tesla-disruptive-innovation Class Activity 5: Customer Journey Mapping (Annexure 5) Role-Play 5: Crisis Management Simulation (Annexure 5) https://youtu.be/ORYkfcBOXh4?si=5TPfto0jJVInNH a1 Digital Marketing vs Traditional Marketing - What's the Difference?" by Neil Patel	18 Hours
Recommended Books	1. Kotler, P., Keller, K. L. (2016). Marketing Management (16th ed.). Pearson. 2. Chernev, A. (2020). Strategic Marketing Management. Cerebellum Press. • I. Sheth, J. N., & Shainesh, G. (2017). Customer Relationship Management: Emerging Concepts & Tools. McGraw-Hill. 2. Chaffey, D., & Smith, P. R. (2017). Digital Marketing: Strategy, Implementation and Practice. Pearson.	

[Signature]

DIRECTOR
Centre for Distance and
Online Education (CDOE)
ITM University Gwalior

[Signature]



UNIVERSITY
GWALIOR • MP • INDIA

"CELEBRATING DREAMS"

BBA - SEMESTER

Course Code: A- 202	Course BBA- 202 - BBA - SEMESTER HUMAN RESOURCE MANAGEMENT	L-T-P 6-0-0	Credits 6
------------------------	---	----------------	--------------

Course Objective: Not separately specified in the source BBA syllabus.

Course Outcomes:

CO1.	Students will be able to define the core principles of SHRM and its evolution BL2- Understand
CO2.	Students will understand and explain the role of HR in business competitiveness BL3-Apply
CO3.	Students will apply recruitment and selection strategies to global contexts BL4-Analyze
CO4.	Students will analyze performance management systems and propose improvements. BL5-Evaluate
CO5.	Students will evaluate the effectiveness of compensation systems in retaining talent.

Course Content:

Module 1	Introduction to Human Resource Management : Overview of HRM: Definitions, Concepts, and Importance , Linking Business Strategy to HR Strategy, Evolving Role of HRM: vs. Traditional HR, Barriers to HR Lectures, Discussions, Case studies 1	18 Hours
Module 2	Recruitment and Selection : Recruitment and Selection Employer Branding and Its Impact, Methods of Recruitment: Internal and External , Selection Methods and Technology Integration Lectures, Discussions, Case studies, Critical Thinking, Problem-solving activities 1,2	18 Hours
Module 3	Training and Development : Importance of Training , Developing Employee Competencies , New Employee Training Programs , Role of AI in Employee Training and Development, Evaluation of Training Programs Lectures, Discussions, Case studies, Experiential learning: Roleplaying 2	18 Hours
Module 4	Performance Management Systems: Role of Performance Management, Purpose and Methods of Performance Management, Competency-based, Graphic Rating Scales, BARS, and Checklists , Challenges in Performance Management Lectures, Discussions, Case studies, Industry Speaker Session 2	18 Hours
Module 5	Compensation, Retention, and Global HRM : Compensation Strategy and Systems , Theory of Equity and Internal, External, and Individual Compensation, Employee Retention Strategies, Women Empowerment and Inclusion Lectures, Discussions, Case studies. 1,2	18 Hours
Recommended Books	Recommended books/references are not separately legible in the source block.	

Dr. Anish

DIPE

Centre for Distance and
Online Education (CDOE)
ITM University Gwalior

Dr. Anish



UNIVERSITY
GWALIOR • MP • INDIA

"CELEBRATING DREAMS"

BBA - SEMESTER

Course Code: A 203	Course BBA 203 - BBA - SEMESTER COST ACCOUNTING	L-T-P 4-0-0	Credits 4
-----------------------	--	----------------	--------------

Course Objective: Not separately specified in the source BBA syllabus.

Course Outcomes:

CO1.	Understand and explain the fundamental concepts, definitions, and objectives of cost accounting, including its role in managerial decision-making. (Remember, Understand) BL2, BL3
CO2.	Apply costing techniques for material control, labor costing, and evaluate different inventory management techniques such as EOQ, ABC, and JIT. (Understand, Apply) BL3, BL5
CO3.	Evaluate and apply various costing methods such as job costing, batch costing, process costing, and joint product costing in real-world scenarios. (Evaluate, Apply) BL4, BL5
CO4.	Analyze and implement overhead costing, including Activity-Based Costing (ABC), and compare it with traditional costing systems. (Analyze, Evaluate) BL5, BL6
CO5.	Develop strategies for cost control and decision-making, using tools like marginal costing, break-even analysis, budgetary control, and variance analysis. (Analyze, Create)

Course Content:

Module 1	Module content could not be reliably extracted from the source block.
Recommended Books	Recommended books/references are not separately legible in the source block.

Danish
DIRECTOR
Centre for Distance and
Online Education (CDOE)
ITM University Gwalior

M. Shukla



UNIVERSITY
GWALIOR • MP • INDIA

"CELEBRATING DREAMS"

BBA - SEMESTER II

Course Code: C 201	Course AEC 201 - BBA - SEMESTER II GANDHI AND GANDHIAN'S WAY	L-T-P 6-0-0	Credits 6
-----------------------	---	----------------	--------------

Course Objective: Not separately specified in the source BBA syllabus.

Course Outcomes:

CO1.	To help students to realise an all -inclusive, peaceful and harmonious life on Gandhian lines. BL2-Understand
CO2.	To help students practice Ashrama vows and the life style which is inherent therein. BL3-Apply
CO3.	Motivate students to involve themselves in social service activities on the lines of the constructive programme offered by Gandhiji BL4-Analyze
CO4.	To help students to understand Gandhi through the study of texts. BL5- Evaluate
CO5.	To acquaint students with the philosophical foundations of Gandhian thought

Course Content:

Module 1	Gandhi's Perception of Religion and Spirituality Gandhi's Perception of Religion: Understanding the essence of Hinduism, Islam, and Christianity through Gandhi's perspective. Relationship Between Truth and God: Exploration of Gandhi's views on the connection between truth and divinity. Eleven Ashrama Vows: A detailed study of the vows Gandhi considered essential for a disciplined and spiritual life. Interactive Lectures, Case Studies, Experiential Learning	9 Hours
Module 2	Gandhi's Ethical Views and Ashram Life Private and Public Morality: Examination of Gandhi's views on morality in personal and public life and their contemporary relevance. The Ashram Life: Insights into life in Gandhi's ashrams, emphasizing the training of dedicated Satyagrahis. Ashram as a Training Ground: Understanding the role of ashrams in preparing individuals for non-violent activism and social service. Interactive Lectures, Case Studies, Experiential Learning	9 Hours
Module 3	Social Philosophy of Gandhi: Village Communities and Constructive Programmes Village Communities: Gandhi's vision for self-sufficient village communities and the significance of his constructive programmes. Sarvodaya Social Order: Exploration of the concept of Sarvodaya and its role in rural reconstruction, and the evolution of Sarvodaya after Gandhi. Varna, Caste System, and Untouchability: Gandhi's views on the caste system, his efforts towards the removal of untouchability, and the implications for modern India. Interactive Lectures, Case Studies, Experiential Learning	9 Hours
Module 4	Communal Harmony and Social Issues in Gandhi's Thought Communalism in India: Analysis of communalism in India and Gandhi's efforts to foster communal harmony, including the role of Shantisena. Alcoholism as a Social Problem: Study of Gandhi's campaign against alcoholism and his advocacy for total prohibition. Emancipation of Women: Comparison of feminist and Gandhian approaches to women's liberation, and Gandhi's contributions to the empowerment of women. Interactive Lectures Case Studies Experiential Learning	9 Hours

Dr. Anshu
DIRECTOR
Centre for Distance and
Online Education (CDOE)
ITM University Gwalior

ITM University Gwalior Campus, NH-44, Turari, Gwalior, (M.P.) - 475 001 INDIA
mail: info@itmuniversity.ac.in, web: www.itmuniversity.ac.in



UNIVERSITY
GWALIOR • MP • INDIA

"CELEBRATING DREAMS"

Module 5	Health, Hygiene, and Gandhian Experiments Health and Hygiene: Investigation into Gandhi's views on the interrelation between physical, mental, and moral health, and his perspectives on rural and urban sanitation. Nature Cure and Gandhian Experiments: Exploration of Gandhi's experiments with natural healing methods and their impact on his followers and wider society. Interactive Lectures, Case Studies, Experiential Learning	9 Hours
Recommended Books	1. Juergensmeyer, M. (2005). Gandhi's way: A handbook of conflict resolution. University of California Press. 2. Kotler, P., Keller, K. L. (2016). Marketing Management (16th ed.) Pearson. 3. Chernev, A. (2020). Strategic Marketing Management. Cerebellum Press. 4. I. Mallik, B. (2022). Gandhi and Science? Rethinking Science, Technology, and Development the Gandhian Way. In Legends in Gandhian Social Activism: Mira Behn and Sarala Behn: Addressing Environmental Issues By Dissolving Gender And Colonial Barriers (pp. 119-151). Cham: Springer International Publishing. 5. Sheth, J. N., & Shainesh, G. (2017). Customer Relationship Management: Emerging Concepts & Tools. McGraw-Hill. 6. Chaffey, D., & Smith, P. R. (2017). Digital Marketing: Strategy, Implementation and Practice. Pearson. Video 1. 2.	



UNIVERSITY
GWALIOR • MP • INDIA

"CELEBRATING DREAMS"

BBA - SEMESTER II

Course Code: C 201	Course VAC 201 - BBA - SEMESTER II E-COMMERCE	L-T-P 2-0-0	Credits 2
-----------------------	--	----------------	--------------

Course Objective: Not separately specified in the source BBA syllabus.

Course Outcomes:

CO1.	Understand the fundamentals, history, and types of e-commerce businesses. BL2- Understand
CO2.	Explain and analyze business models, marketing strategies, and CRM in e-commerce. BL3-Apply
CO3.	Apply knowledge of operations, security, and payment systems in managing e-commerce platforms. BL4-Analyze
CO4.	Compare and analyze different e-commerce platforms, website design, and technology integration. BL5-Evaluate
CO5.	Evaluate and develop strategies for creating, running, and scaling a dropshipping business.

Course Content:

Module 1	Fundamentals of E-Commerce: Definition, scope, and importance; History and evolution; Technological advancements; Types of e-commerce businesses; Advantages and challenges; Impact on Indian retail.	6 Hours
Module 2	Business Models, Marketing & CRM: Revenue models (subscription, ads, fees); SEO, content, email, social media, influencer & affiliate marketing; PPC, display & video ads; CRM tools, loyalty programs, personalization.	6 Hours
Module 3	Operations, Security & Payments: Order processing, inventory, fulfillment, returns; Just-in-time & dropshipping overview; Security threats & solutions; Payment systems (UPI, wallets, cards, BNPL, crypto); User experience in checkout.	6 Hours
Module 4	Web Development & Platforms: Basics of HTML, CSS, JavaScript; UI/UX for e-commerce; Responsive design; CMS & platforms (Shopify, WooCommerce, WordPress, Magento); Plugins, scalability; Speed optimization.	6 Hours
Module 5	Dropshipping Essentials & Growth: Meaning and features; Why choose dropshipping; Steps to build a store; Finding profitable products; Targeting audience; Setting up payments and shipping; Scaling, retention, analytics.	6 Hours

Recommended Books

- Rahaman, S. (2024). E-commerce and Dropshipping: Your Path to Online Business Success.
- Graf, A., & Schneider, H. (2016). The E-Commerce Book: About a channel that became an industry. dtvMediengruppeFachbuch.
- Chodak, G. (2024). Future of E-commerce. Springer Nature Switzerland.
- Neilson, Robert. Dropshipping: A Beginner's Guide To Creating a Profitable and Passive E-Commerce Empire in 2017. FSGM PUBLISHING INC., 2017.
- Hayes, Mark, and Andrew Youderian. The ultimate guide to dropshipping. Lulu. com, 2013.
- Moore, James. Dropshipping a Beginner's Guide to Dropshipping How to Make Money Online and Build Your Own Online Business. Vol. 5. James Moore, 2018.
- Articles
- Singh, Gurpreet, Harjot Kaur, and Amitpal Singh. "Dropshipping in e-commerce: A perspective." Proceedings of the 2018 9th International Conference on E-business, Management and Economics. 2018.
- Vellvé, Francisco J. Sánchez, and Sara Lorena Milla Burgos. "Dropshipping in e-commerce: the Spanish case." Esic Market Economics and Business Journal 49.2 (2018): 285-310.
- Khouja, Moutaz. "The evaluation of drop shipping option for e-commerce retailers." Computers & industrial engineering 41.2 (2001): 109-126.

Danish
DIRECTOR
Centre for Distance and
Online Education (CDOE)
ITM University Gwalior

[Signature]



UNIVERSITY
Gwalior • MP • INDIA

"CELEBRATING DREAMS"

BBA - SEMESTER III

Course Code: A- 301	Course BBA- 301 - BBA - SEMESTER III ORGANIZATIONAL BEHAVIOR	L-T-P 6-0-0	Credits 6
------------------------	---	----------------	--------------

Course Objective: Not separately specified in the source BBA syllabus.

Course Outcomes:

CO1.	Understand and differentiate key concepts of Organizational Behavior (OB), including individual and group behavior, attitudes, and emotions. BL3 &4- Apply & Analyze
CO2.	Analyze personality traits, perception, and motivational theories to explain individual behavior and group dynamics. BL5-Evaluate
CO3.	Evaluate leadership theories and DEI initiatives, and examine strategies using AI tools

Course Content:

Module 1	Module content could not be reliably extracted from the source block.
Recommended Books	Recommended books/references are not separately legible in the source block.

[Signature]
DIRECTOR
Centre for Distance and
Online Education (CDOE)
ITM University Gwalior

[Signature]



UNIVERSITY
GWALIOR • MP • INDIA

"CELEBRATING DREAMS"

BBA - SEMESTER III

Course Code: A-302 MM	Course BBA-302 MM - BBA - SEMESTER III CONSUMER BEHAVIOR	L-T-P 6-0-0	Credits 6
--------------------------	---	----------------	--------------

Course Objective: Not separately specified in the source BBA syllabus.

Course Outcomes:

CO1.	Recall and outline fundamental concepts and theories of consumer behaviour and their relevance in marketing strategies. BL2
CO2.	Explain the psychological, social, and cultural factors influencing consumer decision-making. BL3
CO3.	Utilize consumer behaviour theories to design marketing strategies and tactics. BL4
CO4.	Analyse consumer behaviour data to derive actionable business insights. BL5
CO5.	Critically evaluate consumer behaviour models and frameworks for their application in varied marketing contexts. BL6
CO6.	Develop innovative marketing campaigns and solutions by integrating consumer behaviour insights.

Course Content:

Module 1	Introduction to Consumer Behaviour: Overview of consumer behaviour, importance in marketing, key concepts, consumer behaviour models. Lecture /Case Study 1	18 Hours
Module 2	Psychological Influences on Consumer Behaviour: Perception, motivation, learning, personality, and attitudes. Lecture /Case Study/PBL 2,5,6	18 Hours
Module 3	Social and Cultural Influences on Consumer Behaviour: Social class, family influences, cultural and cross-cultural factors. Lecture /Case Study/PBL 2,5,6	18 Hours
Module 4	Decision-Making Process: Problem recognition, information search, evaluation of alternatives, purchase decision, post-purchase behaviour. Lecture /Case Study 2	18 Hours
Module 5	Emerging Trends in Consumer Behaviour: Digital consumer behaviour, sustainability, ethical consumption.	18 Hours
Recommended Books	Schiffman, L. G., Kanuk, L. L., & Kumar, S. R. (2022). Consumer Behaviour. Pearson.	



UNIVERSITY
GWALIOR • MP • INDIA

"CELEBRATING DREAMS"

BBA - SEMESTER III

Course Code: A 302 HR	Course BBA 302 HR - BBA - SEMESTER III TRAINING & DEVELOPMENT	L-T-P 6-0-0	Credits 6
--------------------------	--	----------------	--------------

Course Objective: Not separately specified in the source BBA syllabus.

Course Outcomes:

CO1.	Students will be able to Understand the concepts, significance, and framework of Training and Development. BL4-Analyze
CO2.	Students will be able to Analyze the process of training need assessment (TNA) and design training programs. BL3-Apply
CO3.	Students will be able to Apply various training methods and learning theories to enhance employee performance. BL5-Evaluate
CO4.	Students will be able to Evaluate training effectiveness using different assessment techniques and ROI measurement tools. BL5- Create
CO5.	Students will be able to Develop leadership and talent development strategies aligned with organizational goals.

Course Content:

Module 1	Introduction to Training and Development • Concept, importance, and evolution of Training and Development (T&D) • Difference between training, development, and education • Theories of learning and their implications in training • Aligning training with organizational strategy • AI in training: AI-driven learning platforms and virtual coaching • IKS in training: Ancient Indian pedagogy and Gurukul learning system Case Study: https://www.slideshare.net/slideshow/case-study-training-in-action-at-infosys-manu-mclwin-joy/56359022	18 Hours
Module 2	Training Needs Assessment (TNA) and Training Design • Understanding Training Needs Analysis (TNA) • Organizational, task, and person analysis • Learning objectives and instructional design • Blended learning approaches • Predictive analytics for training needs Case Study https://www.aihr.com/blog/training-needs-analysis/ Case study https://factorialhr.com/blog/training-needs-analysis/	18 Hours
Module 3	Training Methods and Learning Technologies • On-the-job training (OJT), classroom training, e-learning, gamification • Experiential learning methods: Simulations, role-plays, and case studies • Coaching and mentoring Case study https://www.sunbird.org/component/content/article/ar4?catid=8&Itemid=10	18 Hours
Module 4	Evaluating Training Effectiveness and ROI Measurement • Kirkpatrick's Four-Level Evaluation Model • ROI (Return on Investment) in training • Metrics for measuring training success Case study https://www.researchgate.net/publication/368579588_Relationship_between	18 Hours

Spaugh
DIRECTOR
Centre for Distance
Online Education (CDOE)
ITM University Gwalior

ITM University Gwalior Campus, NH-44, Turari, Gwalior, (M.P.) - 475 001 INDIA
mail: info@itmuniversity.ac.in, web: www.itmuniversity.ac.in



UNIVERSITY
GWALIOR • MP • INDIA

"CELEBRATING DREAMS"

	Training Evaluation and Perception s_about_XYZ_Corporate_University	
Module 5	Leadership Development and Future Trends in Training • Succession planning and talent development • Building a continuous learning culture • AI-powered personalized learning and adaptive training Case study https://hbr.org/2019/03/the-future-of-leadership-development	18 Hours
Recommended Books	Goldstein, I. L., & Ford, J. K. (2020). Training in Organizations: Needs Assessment, Development, and Evaluation (7th ed.). Wadsworth. Noe, R. A. (2021). Employee Training & Development (8th ed.). McGraw-Hill.	

[Signature]

DIRECTOR
Centre for Distance and
Online Education (CDOE)
ITM University Gwalior

[Signature]



UNIVERSITY
GWALIOR • MP • INDIA

"CELEBRATING DREAMS"

BBA - SEMESTER III

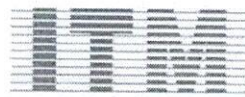
Course Code: A 302 FM	Course BBA 302 FM - BBA - SEMESTER III INCOME TAX LAW	L-T-P 6-0-0	Credits 6
Course Objective: Not separately specified in the source BBA syllabus.			
Course Outcomes:			
CO1.	Course outcomes could not be reliably extracted from the source page.		
Course Content:			
Module 1	Module content could not be reliably extracted from the source block.		
Recommended Books	Recommended books/references are not separately legible in the source block.		

[Signature]
DIRECTOR

[Signature]

Centre for Distance and
Online Education (CDDE)
ITM University Gwalior

ITM University Gwalior Campus, NH-44, Turari, Gwalior, (M.P.) - 475 001 INDIA
Email: info@itmuniversity.ac.in, web: www.itmuniversity.ac.in



UNIVERSITY
GWALIOR • MP • INDIA

"CELEBRATING DREAMS"

BBA - SEMESTER III

Course Code: A-303	Course BBA-303 - BBA - SEMESTER III BUSINESS STATISTICS WITH MATHEMATICS	L-T-P 4-0-0	Credits 4
-----------------------	---	----------------	--------------

Course Objective: Not separately specified in the source BBA syllabus.

Course Outcomes:

CO1.	Students will be able to explain fundamental concepts of business mathematics and statistics, including functions, data presentation, measures of central tendency, and dispersion. BL2-Apply
CO2.	Students will be able to apply mathematical and statistical techniques such as correlation, regression, and probability to solve business - related problems. BL3- Analyze
CO3.	Students will be able to analyze business data using probability distributions, index numbers, and time series methods to identify patterns and relationships. BL4- Evaluate
CO4.	Students will be able to evaluate alternative statistical models and forecasting techniques for effective decision -making in business contexts. BL5-Create
CO5.	Students will be able to design and develop simple business solutions by integrating mathematical models and statistical forecasting tools.

Course Content:

Module 1	Mathematical Foundations for Business • Matrices: Types, addition, multiplication, determinants, and applications in solving linear equations • Introduction to Mathematics of Finance: Simple & compound interest, annuities • Simultaneous Equations	9 Hours
Module 2	Introduction to Statistics & Data Analysis • Meaning, scope, and limitations of statistics in business decision-making • Data collection: Primary and secondary sources, classification, tabulation, frequency distribution • Diagrammatic and graphical presentation of data (bar charts, pie charts, histograms, ogives) • Measures of Central Tendency: Mean, median, mode, geometric mean, harmonic mean • Measures of Dispersion: Range, mean deviation, standard deviation, coefficient of variation Lecture, Case study 2	9 Hours
Module 3	Correlation and Regression • Correlation: Types, Karl Pearson's coefficient, Spearman's rank correlation • Regression analysis: Linear regression, regression equations, applications in business forecasting • Relationship between correlation and regression Lecture, Videos 3	9 Hours
Module 4	Probability and Probability Distributions • Probability: Basic concepts, addition and multiplication theorems, conditional probability • Bayes' theorem and business applications • Probability distributions: Binomial, Poisson, and Normal distributions - properties and applications Lecture, Case study, Videos, PBL 4	9 Hours
Module 5	Index Numbers and Time Series, • Index Numbers: Meaning, types, uses, problems in construction, methods (Laspeyres, Paasche, Fisher's) • Cost of living index and wholesale price index • Time Series Analysis: Components (trend, seasonal, cyclical, irregular), methods of measuring trend (moving average, least squares) Lecture, Case study, Videos 5	9 Hours

Handwritten signature



UNIVERSITY
Gwalior • MP • INDIA

"CELEBRATING DREAMS"

Recommended Books	1. S.C. Gupta & Indra Gupta - Business Statistics (Himalaya Publishing House) 2. R.S. Bhardwaj - Mathematics for Economics and Business • N.D. Vohra - Quantitative Techniques in Management, Tata McGraw Hill Articles "Business Statistics - Importance, Application and Types" (Geeks for Geeks, July 2025)
-------------------	--

ITM University Gwalior

Dr. Anshu

DIRECTOR
Centre for Distance and
Online Education (CDOE)
ITM University Gwalior

M. Shrivastava

ITM University Gwalior Campus, NH-44, Turari, Gwalior, (M.P.) - 475 001 INDIA
mail: info@itmuniversity.ac.in, web: www.itmuniversity.ac.in



"CELEBRATING DREAMS"

BBA - SEMESTER III

Course Code: A 304	Course BBA 304 - BBA - SEMESTER III PATHWAYS TO ENTREPRENEURSHIP-I	L-T-P 1-0-2	Credits 1
-----------------------	---	----------------	--------------

Course Objective: Not separately specified in the source BBA syllabus.

Course Outcomes:

CO1.	Course outcomes could not be reliably extracted from the source page.
------	---

Course Content:

Module 1	Entrepreneurship Literacy Introduce students to key entrepreneurial concepts, 1. Entrepreneurship vs startup 2. Startup ecosystem in India 3. Interest based Entrepreneurship 4. Professional practise as a career choice vocabulary 1. Key terminology during Ideation - Needgaps, Focus groups, data collection, MVP, Lectures, PBL CO1 9 Proof of concept, SWOT analysis, Business landscape 2. idea prototyping, business prototypes, Physical and virtual prototypes, lean prototypes, rapid prototypes, landing pages, web apps 3. Pitch deck, Minimum viable product, Unit economics 4. Business plans, basic commercial terminologies like Sales, profits, margins markup projection, YOY, growth, burn, turnover and valuations 5. Marketing tools, Ecommerce tools, social media tools, Digital marketing, Marketing push techniques like BOGO/STW, Discounts, Big days etc. 6. Inventory, logistics and CRM terminologies Understanding the key performance Indexes (KPIs) 7. Incubation and funding ecosystems, types of investors, types of incubators, government schemes, Investment strategies - bootstrapping, institutional investments and sector specific investors and investment series India-centric success stories. 1. Quick economy paradigm 2. circular economy 3. Paradigm shifters like EV and Defence the cultural paradigm of entrepreneurship in india	9 Hours
Module 2	Developing The Entrepreneurial Mindset , Understand the why and how of entrepreneurship Idea generation tools - 1. Mind mapping tools 2. Situational analysis, need gap analysis 3. Risk assessment 4. Evolving thumbrules of Idea assessment Idea validation Hands-on + Case Study (Sales data, Customer service data) CO2 9 1. how to make a proof of concept 2. Identifying and Analysing potential Commercial feasibility analysis of idea Entrepreneurial landscape in India	9 Hours
Module 3	Developing The Entrepreneurial Mindset , Understand the why and how of entrepreneurship 1. Govt schemes and incentives for entrepreneurs 2. Angel investment scenario in Indian and world 3. Venture capitalism in India and world 4. MSME sector 5. Manufacturing and Service subsidies and incentives in India 6. Banking for entrepreneurs	9 Hours



UNIVERSITY
GWALIOR • MP • INDIA

"CELEBRATING DREAMS"

	Entity formations- needs and advantages, Investability, Loans and grants, Schemes for startups and Government incentives, business plan templates for various sectors. Simulation, Role Play (Managerial decision making) CO2,	
Module 4	Pathways to Start Up Learn how to build a venture in two tracks 1. Backtracked Pathways (inspired by successful founders) - contextual analysis in target customer base - feasibility analysis/validation through lean methods for positioning MVP risk mitigation strategies for investments- arranging and managing funds through Personal and institutional investments Case Study (Marketing campaigns, Financial performance) CO3,	9 Hours
Module 5	Pathways to Start Up Learn how to build a venture in two tracks 1. Need-gap Solutions (market-driven models) Generating business idea - sources of new ideas, methods of generating ideas, opportunity recognition. Project Work, PBL CO4, CO5 9 idea validation and building a proof of concept fund raising strategies and MVP creation Lean prototyping and manufacturing strategies Investment strategies and readiness levels for investments Developing a business plan and unit economics Building a CRM and Monitoring KPIs practise/interest based entrepreneurship business landscape analysis	9 Hours
Recommended Books	Recommended books/references are not separately legible in the source block.	

Danish

DIRECTOR
Centre for Distance and
Online Education (CDOE)
ITM University Gwalior

M. K. Singh



UNIVERSITY
Gwalior • MP • INDIA

"CELEBRATING DREAMS"

BBA - SEMESTER

Course Code: C 301	Course AEC 301 - BBA - SEMESTER ENVIRONMENTAL STUDIES	L-T-P 2-0-0	Credits 2
Course Objective: Not separately specified in the source BBA syllabus.			
Course Outcomes:			
CO1.	Explain the structure and functions of ecosystems, biodiversity, and natural resources. BL-4		
CO2.	Analyze the impact of human activities on the environment and identify sustainable practices. BL-5		
CO3.	Evaluate environmental policies, laws, and global conventions for ecological conservation. BL-3		
CO4.	Apply environmental ethics and Indian traditional knowledge (IKS) in sustainable living. BL-5		
CO5.	Design solutions and projects that promote environmental protection and sustainable development using modern tools and AI		
Course Content:			
Module 1	Module content could not be reliably extracted from the source block.		
Recommended Books	Bharucha, E. (2013). Textbook of Environmental Studies for Undergraduate Courses. Universities Press. • I. Miller, G. T. & Spoolman, S. E. (2016). Environmental Science (15th ed.). Cengage Learning.		

Spanish

DIRECTOR

Centre for Distance and
Online Education (CDOE)
ITM University Gwalior

Shashy

ITM University Gwalior Campus, NH-44, Turari, Gwalior, (M.P.) - 475 001 INDIA
mail: info@itmuniversity.ac.in, web: www.itmuniversity.ac.in



"CELEBRATING DREAMS"

BBA - SEMESTER III

Course Code: C 301	Course SEC 301 - BBA - SEMESTER III INTRODUCTION TO JAMOVİ	L-T-P 1-0-2	Credits 1
-----------------------	---	----------------	--------------

Course Objective: Not separately specified in the source BBA syllabus.

Course Outcomes:

CO1.	Understand the role of statistical software in business decision-making BL 2,3
CO2.	Apply descriptive and inferential statistical methods using Jamovi BL 3,4
CO3.	Analyze and interpret outputs from various Jamovi modules BL 4,5
CO4.	Design, conduct, and report data-based decision-making projects using Jamovi BL 5,6
CO5.	Develop advanced visualizations and automate statistical reporting using Jamovi

Course Content:

Module 1	Introduction to Jamovi Interface: Installing Jamovi, importing datasets, understanding the layout and data editor Hands-on Demo, Seminar, Problem Solving	9 Hours
Module 2	Descriptive Statistics: Mean, Median, Mode, SD, Variance, Histograms, Boxplots Hands-on + Case Study (Sales data, Customer service data)	9 Hours
Module 3	Inferential Statistics: t-tests, ANOVA, chi-square tests Simulation, Role Play (Managerial decision making) CO2,	9 Hours
Module 4	Correlation and Regression: Bivariate & Multiple Regression using Jamovi Case Study (Marketing campaigns, Financial performance) CO3,	9 Hours
Module 5	Data Visualization and Report Automation: Using modules like Flexplot, Syntax mode, Markdown Export Project Work, PBL CO4,	9 Hours

Recommended Books

- Nayabi, N. (2021). Learning Statistics with Jamovi. Lulu Press.
- Allen, P., & Seaman, J. (2022). Statistics for the Health Sciences using Jamovi. Sage Publications.
- Love, J., Selker, R., & Marsman, M. (2019). Jamovi: An open-source statistical platform for the social sciences. Journal of Open Research Software.
- Daniels, J. Navarro & David R. Foxcroft. (2022). Statistical Thinking: A Simulation Approach to Modeling Uncertainty using Jamovi. CRC Press - Offers deeper conceptual insights through simulations.
- Anderson, D. R., Sweeney, D. J., Williams, T. A. (2020). Statistics for Business and Economics (14th ed.). Cengage Learning - Explains statistical methods with examples that can be replicated in Jamovi.
- MOOC Courses
- Jamovi: A Powerful R-based Statistical Analyses Tool
ERb6_ahvKS5IUQC&couponCode=MT180825A

Spanish

DIRECTOR
Centre for Distance and
Online Education (CDOE)
ITM University Gwalior

[Signature]

ITM University Gwalior Campus, NH-44, Turari, Gwalior, (M.P.) - 475 001 INDIA
mail: info@itm university.ac.in, web: www.itmuniversity.ac.in



UNIVERSITY
GWALIOR • MP • INDIA

"CELEBRATING DREAMS"

BBA - SEMESTER III

Course Code: C 301 Proposed By Ankita Sharma, Assistant Professor (SOM, ITM University, Gwalior)	Course VAC 301 Proposed By Ankita Sharma, Assistant Professor (SOM, ITM University, Gwalior) - BBA - SEMESTER III STOCK MARKET & TECHNICAL ANALYSIS	L-T-P 1-0-1	Credits 1
--	---	-----------------------	---------------------

Course Objective: Not separately specified in the source BBA syllabus.

Course Outcomes:

CO1.	Course outcomes could not be reliably extracted from the source page.
------	---

Course Content:

Module 1	What is investing vs. trading? Financial markets and their significance in the Indian economy. Types of financial markets: primary vs. secondary markets. Overview of, Active Indian Stock Exchanges: NSE, BSE, MCX, and related, Market participants: Lecture • Activity: Exploring NSE & BSE websites for listed companies and upcoming IPOs, Use MS Excel to 6 investors, traders, brokers, HNIs, FIIs, DIIs, and related. Time value of money, compounding & inflation calculate Time value of money and Compounding.	6 Hours
Module 2	Goal-based investing: long -term vs. short -term, Risk, return, and diversification, Asset classes: equity, debt, gold, real estate, mutual funds, How a stock trade happens (demat, trading account, broker), Role of SEBI, NSDL, CDSL, understanding market indices: NIFTY, SENSEX, sectoral indices, Types of market orders (market, limit, stop-loss, etc) Lecture Activity: • Use MS Excel for understanding the impact of inflation on market returns. • Use MS Excel for comparing the returns of different asset classes • Virtual trading (buy/sell) demo using a mock platform (example: moneybhai)	6 Hours
Module 3	Corporate Actions and IPOs Dividends, Bonus shares, Stock splits, Rights issue, what is an IPO and how to apply for one, Case study: A recent Indian IPO (e.g., Zomato/LIC/any other) Legal & Regulatory Framework Role of SEBI & AMFI in protecting investors, Demat account regulations, broker rules, Basics of capital gains tax (short-term vs long-term), Other Charges (STT, dividend tax and related), Investor grievance redressal mechanisms Lecture Activity: • Evaluate a past IPO prospectus (RHP). • Track the impact of various corporate actions on stocks. • Group Discussion on the effectiveness of investor protection strategies	6 Hours
Module 4	Basics of Fundamental Analysis A. Understanding Financial Statements • Income Statement (Profit & Loss Statement)	6 Hours



UNIVERSITY
GWALIOR • MP • INDIA

"CELEBRATING DREAMS"

	• Balance Sheet • Cash Flow Statement Lecture Activity: • Read and interpret statements from a real company's annual report (e.g., TCS, Marico) 6 • Regulation 33 of SEBI (LODR) Regulations B. Financial Ratio Analysis (4 hours) • Liquidity Ratios • Solvency Ratios (Leverage Ratios) • Profitability Ratios • Efficiency Ratios (Activity Ratios) • Market Valuation Ratios • Present an analysis of company's health based on financial statements. • Compare ratios of two companies from the same sector. • Present an analysis of company's health based on financial ratios.	
Module 5	Technical Analysis (8 hours) A. Foundations of Technical Analysis (2 Hours) • What is Technical Analysis? • Difference between Technical vs Fundamental Analysis • Assumptions of Technical Analysis: - o Market Discounts Everything - o Prices Move in Trends - o History Tends to Repeat Itself • Types of Charts: - o Line Chart - o Bar Chart - o Candlestick Chart - Basics of candles, body, wick, bullish/bearish Live Demo B. Trends, Support & Resistance • Identifying Market Trends: - o Uptrend, Downtrend, Sideways - o Drawing Trendlines and Channels • Support and Resistance: - o Psychological levels and price action - o How to draw support/resistance on charts • The Role of Volume - Confirming trends and patterns Lecture Activity: Identify candlestick Patterns in a stock specific chart, Identify trendlines and support/resistance on real stock charts	6 Hours
Recommended Books	Recommended books/references are not separately legible in the source block.	

Dr. Anish
DIRECTOR
Centre for Distance and
Online Education (CDOE)
ITM University Gwalior

M. Shrivastava



UNIVERSITY
GWALIOR • MP • INDIA

"CELEBRATING DREAMS"

BBA - SEMESTER

Course Code:	Course - BBA - SEMESTER COURSE	L-T-P As per source	Credits As per source
Course Objective: Not separately specified in the source BBA syllabus.			
Course Outcomes:			
CO1.	Course outcomes could not be reliably extracted from the source page.		
Course Content:			
Module 1	Module content could not be reliably extracted from the source block.		
Recommended Books	Basics of Financial Markets - NSE The Intelligent Investor (Open Access) YouTube Videos Stock Market for Beginners - CA Rachana Time Value of Money - Finology How to Open Demat/Trading Account - Yadnya IPO Process in India - Pranjal Kamra Balance Sheet, P&L, Cash Flow - CA Rachana		

Dr. Anshu
DIRECTOR
Centre for Distance and
Online Education (CDOE)
ITM University Gwalior

Shashank



"CELEBRATING DREAMS"

BBA - SEMESTER IV

Course Code: A 401	Course BBA 401 - BBA - SEMESTER IV MANAGERIAL ECONOMICS	L-T-P As per source	Credits As per source
-----------------------	--	------------------------	--------------------------

Course Objective: Not separately specified in the source BBA syllabus.

Course Outcomes:

CO1.	Course outcomes could not be reliably extracted from the source page.
------	---

Course Content:

Module 1	Introduction Meaning, Nature & Scope of business Economics, Basic Concepts of business economics- Opportunity cost principle, marginal analysis or incremental principle, time perspective principle, discounting principle, Equi-marginal principles, stock & flow, induction and deduction, Micro vs. Macro Economics Lecture Case Study: Profits in the personal Computer Industry Group Discussion on Paradox of Plenty - Curse or Opportunity?	9 Hours
Module 2	Demand Analysis Demand Theory Demand Function, Law of Demand, Calculation Elasticity of Demand (Price, Income & Cross Elasticity), Elasticities in Business Decision Making, Cardinal utility analysis and its criticism, Ordinal utility analysis- Indifference Curve & its properties Lecture Hands on graphical analysis Case Study: Reaching Consumers in the Vanishing Mass Market	9 Hours
Module 3	Supply & Production, Cost and revenue Analysis Law of Supply, Price Elasticity of Supply, Production function (Short-run & Long-run), Total, average and marginal product, Law of Variable Proportion, Nature of Costs, Types of costs: Total cost, average cost & marginal cost (estimation and curves) Revenue- Meaning & Types, Total, average and marginal revenue (Estimation and curves) Lecture Hands on graphical analysis Case Study: To reduce costs, Firms often look far Afield	9 Hours
Module 4	Market Structure Market Structure: Features and Price & Output Determination under Perfect competition, Monopoly competition and Monopolistic Lecture Hands on graphical analysis Case Study: Competition in the Stock Market	9 Hours
Module 5	Market Structure Market Structure: Features and Price & Output Determination under competition, Price Discrimination in Monopoly Competition, Water Diamond Paradox Oligopoly Competition (Features and Paul Sweezy kinked demand curve) Lecture Hands on graphical analysis Case Study: Price Discrimination by BSES in India	9 Hours
Recommended Books	• Salvatore, D. (2015). Managerial economics in a global economy (8th ed.). Oxford University Press. • Thomas, C. R. & Maurice, S. C. (2015). Managerial economics: Foundations of business analysis and strategy (12th ed.). McGraw-Hill Education. • Baye, M. R., & Prince, J. T. (2022). Managerial economics and business strategy (10th ed.). McGraw-Hill Education. • Pindyck, R. S., & Rubinfeld, D. L. (2017). Microeconomics (9th ed.). Pearson Education. • Farnham, P. G. (2014). Economics for managers (3rd ed.). Pearson Education. • Gibbons, R. (1992). Game theory for applied economists. Princeton University Press. • Simon, C. P., & Blume, L. (1994). Mathematics for economists. W. W. Norton & Company.	

Dr. Anshu
DIRECTOR

**Centre for Distance and
Online Education (CDOE)
ITM University Gwalior**

ITM University Gwalior Campus, NH-44, Turari, Gwalior, (M.P.) - 475 001 INDIA
mail: info@itmuniversity.ac.in, web: www.itmuniversity.ac.in



UNIVERSITY
GWALIOR • MP • INDIA

"CELEBRATING DREAMS"

- Levin, R. I., Rubin, D. S., Stinson, J. P., & Gardner, E. S. (2017). Quantitative techniques for management (12th ed.). Pearson Education.
- McGuigan, J. R., Moyer, R. C., & Harris, F. H. (2016). Managerial economics: Applications, strategies, and tactics (14th ed.). Cengage Learning.
- Truett, L. J., & Truett, D. B. (2013). Managerial economics: Analysis, problems, cases (9th ed.). Wiley.
- Keat, P. G., Young, P. K. Y., & Erfle, S. E. (2013). Managerial economics: Economic tools for today's decision makers (7th ed.). Pearson Education.
- Mansfield, E. (1997). Microeconomics: Theory and applications (11th ed.). W. W. Norton & Company.
- Varian, H. R. (2014). Intermediate microeconomics: A modern approach (9th ed.). W. W. Norton & Company.
- Nicholson, W., & Snyder, C. (2019). Intermediate microeconomics and its application (13th ed.). Cengage Learning.
- Tirole, J. (1988). The theory of industrial organization. MIT Press.

Danish
DIRECTOR
Centre for Distance and
Online Education (CDOE)
ITM University Gwalior

Mishra



UNIVERSITY
GWALIOR • MP • INDIA

"CELEBRATING DREAMS"

BBA - SEMESTER

Course Code: A 402	Course BBA 402 - BBA - SEMESTER BUSINESS RESEARCH	L-T-P 5-0-1	Credits 5
Course Objective: Not separately specified in the source BBA syllabus.			
Course Outcomes:			
CO1.	Recall basic concepts and types of business research. BL-2		
CO2.	Explain various data collection methods and sampling techniques. BL-3		
CO3.	Design simple questionnaires and conduct basic surveys. BL-4		
CO4.	Interpret data using charts, tables, and basic tools like Excel. BL-5		
CO5.	Prepare and present a basic business research report.		
Course Content:			
Module 1	Module content could not be reliably extracted from the source block.		
Recommended Books	1. "Business Research Methods" by Naval Bajpai Publisher: Pearson Education 2. "Business Research Methods" by Dr. P.N. Reddy and H.R. Appannaiah Publisher: Himalaya Publishing House • 1. "Research Methodology: Methods and Techniques" by C.R. Kothari & Gaurav Garg Publisher: New Age International 2. "Research Methods for Business: A Skill-Building Approach" by Uma Sekaran & Roger Bougie Publisher: Wiley		

Shankh

DIRECTOR
Centre for Distance and
Online Education (CDOE)
ITM University Gwalior

Shankh

ITM University Gwalior Campus, NH-44, Turari, Gwalior, (M.P.) - 475 001 INDIA
Email: info@itm university.ac.in, web: www.itmuniversity.ac.in



UNIVERSITY
GWALIOR • MP • INDIA

"CELEBRATING DREAMS"

BBA - SEMESTER IV

Course Code: A- 403 MM	Course BBA- 403 MM - BBA - SEMESTER IV ADVERTISING AND BRAND MANAGEMENT	L-T-P 4-0-0	Credits 4
---------------------------	--	----------------	--------------

Course Objective: Not separately specified in the source BBA syllabus.

Course Outcomes:

CO1.	Recall key concepts of brand management and the transformation of products into brands. BL2- Understand
CO2.	Explain the significance of brand identity, equity, and loyalty in consumer perception and business strategy. BL3-Apply
CO3.	Apply brand positioning principles, coherence, and consistency to create a unique and appealing brand identity. BL4-Analyze
CO4.	Analyze various brand assets, features, and the impact of brand loyalty and equity on consumer behavior. BL5-Evaluate
CO5.	Evaluate brand management strategies, including CSR, green marketing, and techniques for measuring brand value.

Course Content:

Module 1	Foundations of Brand Management: Transformation of products into brands, Importance of unique brand identity, Concept of brand equity and its strategic importance, Role of branding in consumer perception and business value	9 Hours
Module 2	Brand Features: Core values defining a brand's identity, Importance of consistency and visual/verbal elements, Techniques for maintaining a recognizable brand presence	9 Hours
Module 3	Brand Loyalty and Equity: Brand loyalty and its impact on retention and profitability, Measuring and managing brand equity, Strategic importance of brand equity for competitive advantage	9 Hours
Module 4	Brand Management Strategies: Addressing brand challenges like avoidance, Green marketing and CSR in branding, Conducting brand audits and performance analysis, Effective brand architecture and extensions	9 Hours
Module 5	Role of Technology in Branding: Impact of digital transformation on branding, Neuromarketing and IoT in branding, AI and chatbots for enhancing customer experience, Personalizing brand interactions with data analytics	9 Hours
Recommended Books	Singh, J., & Shukla, P. (2024). Brand management: Principles and applications for effective branding (1st ed.). Kogan Page.	



UNIVERSITY
GWALIOR • MP • INDIA

"CELEBRATING DREAMS"

BBA - SEMESTER IV

Course Code: A 402 HR	Course BBA 402 HR - BBA - SEMESTER IV LABOUR LAWS AND INDUSTRIAL RELATIONS	L-T-P 4-0-0	Credits 4
--------------------------	---	----------------	--------------

Course Objective: Not separately specified in the source BBA syllabus.

Course Outcomes:

CO1.	Explain the key provisions and objectives of major labour laws and Industrial relations BL3 & 4
CO2.	Apply the provisions of labour laws and IR to address workplace challenges, ensuring compliance with legal standards and employee rights. BL5
CO3.	Evaluate the effectiveness of labour welfare schemes and social security measures BL

Course Content:

Module 1	Evolution and Structure of Labour Laws in India • Historical background: Need for labour laws during industrialization (colonial period to post-independence). • Overview of Labour Reforms: From 29 separate legislations → 4 Labour Codes. o The Code on Wages, 2019 o The Code on Social Security, 2020 o The Industrial Relations Code, 2020 o The Occupational Safety, Health and Working Conditions Code, 2020 Case Studies 1	12 Hours
Module 2	Code on Wages, 2019 Minimum Wages Act, 1948; Payment of Wages Act, 1936; Equal Remuneration Act, 1976; Payment of Bonus Act, 1965 Case Studies 2	12 Hours
Module 3	Code on Social Security, 2020 ESI Act, EPF Act, Maternity Benefit Act, Gratuity Act, Unorganised Workers' Social Security Act Case Studies 3	12 Hours
Module 4	Occupational Safety, Health and Working Conditions (OSH) Code, 2020 Factories Act, Contract Labour Act Case Studies 3	12 Hours
Module 5	Industrial Relations Code, 2020 Trade Unions Act, Industrial Disputes Act, Industrial Employment (Standing Orders) Act Case Studies 1,2	12 Hours
Recommended Books	1. Sinha, P. R. N., Sinha, I. B., & Shekhar, S. P. (2020). Industrial Relations, Trade Unions, and Labour Legislation (2nd ed.). Pearson Education. 2. Srivastava, S. C. (2022). Industrial Relations and Labour Laws (7th ed.). Vikas Publishing. • I. Mamoria, C. B., & Gankar, S. V. (2021). Dynamics of Industrial Relations. Himalaya Publishing House. 3. Monappa, A. (2020). Industrial Relations and Labour Laws. Tata McGraw-Hill.	

Dr. Anshu
DIRECTOR
Centre for Distance and
Online Education (CDOE)
ITM University Gwalior

M. Shrivastava

ITM University Gwalior Campus, NH-44, Turari, Gwalior, (M.P.) - 475 001 INDIA
mail: info@itmuniversity.ac.in, web: www.itmuniversity.ac.in



BBA - SEMESTER IV

Course Code: A 403 FM	Course BBA 403 FM - BBA - SEMESTER IV FINTECH AND DIGITAL FINANCE	L-T-P 4-0-0	Credits 4
--------------------------	--	----------------	--------------

Course Objective: Not separately specified in the source BBA syllabus.

Course Outcomes:

CO1.	Understand the fundamentals of Fintech, digital banking, and evolving financial technologies. BL2,3
CO2.	Examine applications of blockchain, cryptocurrencies, and digital payment systems. BL3,4
CO3.	Analyze digital lending, robo-advisory, InsurTech, and RegTech solutions. BL 4,5
CO4.	Evaluate the impact of Artificial Intelligence, Big Data, and Machine Learning in digital finance. BL 5,6
CO5.	Apply fintech tools for investment decisions, personal finance management, and entrepreneurial ventures.

Course Content:

Module 1	Introduction to Fintech & Digital Finance- Meaning, scope & evolution of Fintech; Drivers of digital finance; Digital transformation in banking; Overview of Fintech ecosystem - Startups, banks, regulators. Lecture, Case Discussion	12 Hours
Module 2	Digital Payments & Blockchain- Payment systems - UPI, wallets, mobile banking, RTGS/NEFT/IMPS; Blockchain fundamentals; Smart contracts; Cryptocurrencies (Bitcoin, Ethereum) - risks & opportunities. Lecture, Simulation, Case Study (Paytm/UPI)	12 Hours
Module 3	Digital Lending & WealthTech - P2P lending platforms; Credit scoring using AI; Digital microfinance; Robo-advisors; Algorithmic trading; WealthTech applications. Lecture, Problem Solving, Case Study (ZestMoney/ET Money)	12 Hours
Module 4	InsurTech & RegTech - Technology in insurance (chatbots, claim automation, IoT in insurance); Regulatory technology - KYC, AML, digital compliance, cyber security. Lecture, Role Play, Case Study (PolicyBazaar)	12 Hours
Module 5	AI, Big Data & Future of Fintech-AI & ML in finance (fraud detection, credit scoring, trading bots); Big Data Analytics; Open banking & API economy; Future trends - CBDs, Metaverse Finance. Lecture, Experiential Learning, Research Paper, PBL. CO 4,5 12 Part- C Experiential Learning (Either fill in details or upload an image file) Module Content Assessment Tools PBL/ Experiments/ Field Work/ Internship/ Industrial Visit/ Research Paper Presentation/ Seminar/ Case Study/ Simulation/ Games/Virtual Labs/Role Play Marks Bloom's Level Hours 1,2,3,4,5 Case Studies-Analysis of Indian fintechs (Paytm, Razorpay, PolicyBazaar, Zerodha) Case Study 10 BL 2,3,4 9 1,2,3,4,5 PBL	9 Hours



UNIVERSITY
GWALIOR • MP • INDIA

"CELEBRATING DREAMS"

	Design a Fintech Solution" - Students create a model app/solution for payments, lending, or wealth management using mock data PBL 10 BL 4,5,6	
Recommended Books	• Amer, D. W., Barberis, J., & Buckley, R. P. (2020). The RegTech Book. Wiley. • Chishtu, S., & Barberis, J. (2019). The FinTech Book. Wiley. • Gupta, B. (2021). Digital Finance and Inclusion in India. Springer. • Schueffel, P. (2021). Fintech Explained. Routledge. • Tapscott, D. & Tapscott, A. (2018). Blockchain Revolution. Penguin. • Marr, B. (2020). Big Data in Practice. Wiley.	

Anish
DIRECTOR
Centre for Distance and
Online Education (CDOE)
ITM University Gwalior

Shashy



"CELEBRATING DREAMS"

BBA - SEMESTER IV

Course Code: A 404	Course BBA 404 - BBA - SEMESTER IV MANAGEMENT ACCOUNTING	L-T-P 4-0-0	Credits 4
-----------------------	---	----------------	--------------

Course Objective: Not separately specified in the source BBA syllabus.

Course Outcomes:

CO1.	Remember and understand the fundamental concepts, scope, and objectives of management accounting and distinguish it from financial accounting. BL-4
CO2.	Analyze cost behavior and apply cost analysis techniques such as cost-volume-profit analysis, marginal costing, and variance analysis for effective cost control. BL-5
CO3.	Prepare and evaluate budgets using tools such as flexible budgeting, performance budgeting, and zero-based budgeting for effective planning and control. BL-3
CO4.	Apply decision-making tools and techniques such as make-or-buy decisions, product mix decisions, and capital budgeting for sound managerial decision-making. BL-5
CO5.	Evaluate management reporting systems, performance measurement techniques, and sustainability considerations for effective reporting and decision-making.

Course Content:

Module 1	Module content could not be reliably extracted from the source block.
Recommended Books	1. Dhamija. (2024). Financial accounting for managers (3rd ed.). Pearson. 2. Horngren, C.T., Sundem, G.L., & Stratton, W.O. (2021). Introduction to Management Accounting. Pearson. 3. Sahaf, M. A. (2020). Management Accounting: Principles and Practice (6th ed.). Vikas Publishing House. • I. Drury, C. (2020). Management and Cost Accounting (11th ed.). Cengage Learning. 2. Khan, M. Y., & Jain, P. K. (2018). Financial Management (7th ed.). Tata McGraw Hill Education.



"CELEBRATING DREAMS"

BBA - SEMESTER IV

Course Code: C 401	Course AEC 401 - BBA - SEMESTER IV PROFESSIONAL ETHICS AND CORPORATE SOCIAL RESPONSIBILITY	L-T-P 2-0-0	Credits 2
-----------------------	--	----------------	--------------

Course Objective: Not separately specified in the source BBA syllabus.

Course Outcomes:

CO1.	Recall fundamental concepts of professional ethics and CSR. BL 2
CO2.	Explain ethical theories and CSR frameworks in business contexts. BL3
CO3.	Apply governance and CSR principles to real-world corporate cases. BL 4
CO4.	Critically examine ethical dilemmas and corporate scandals. BL 5
CO5.	Design sustainable CSR policies and ethical strategies for organizations.

Course Content:

Module 1	- Foundations of Professional Ethics • Meaning, nature, scope, and importance of ethics in business. • Moral philosophy: Utilitarianism, Deontology, Virtue Ethics, Ethical Relativism. • Professional codes of conduct: ICAI, ICSI, Bar Council of India, Medical Council of India. • Ethical dilemmas in management, whistleblowing, and organizational culture. • Global perspectives: Differences in ethics across cultures (Western vs. Asian context).	6 Hours
Module 2	- Corporate Governance and Ethical Responsibility • Corporate governance: Principles, frameworks (OECD Principles, Cadbury Report, SEBI Guidelines). • Role of Board of Directors, independent directors, audit committees.	6 Hours
Module 3	- Corporate Social Responsibility (CSR): Frameworks and Strategies • Evolution of CSR: Carroll's Pyramid of CSR, Triple Bottom Line (People, Planet, Profit). • CSR provisions under the Indian Companies Act, 2013 (Section 135, Schedule VII). • CSR vs. Corporate Philanthropy vs. Corporate Sustainability. • Stakeholder theory and stakeholder engagement strategies. • Global frameworks: UN Global Compact, GRI Standards, ISO 26000, SDGs.	6 Hours
Module 4	- Contemporary Ethical & CSR Issues • Business and Human Rights: UN Guiding Principles, ethical supply chains, child labor, modern slavery. • Environmental ethics: ESG (Environmental, Social, Governance), greenwashing, carbon trading, climate finance. • Technology and ethics: Data privacy, AI ethics, cybersecurity, surveillance capitalism. • Diversity, equity, and inclusion (DEI) in corporate governance. • CSR and crisis management: Ethical responsibilities during pandemics, wars, and natural disasters.	6 Hours

Dr. Anshu

DIRECTOR
Centre for Distance and
Online Education (CDOE)
ITM University Gwalior

ITM University Gwalior Campus, NH-44, Turari, Gwalior, (M.P.) - 475 001 INDIA
mail: info@itmuniversity.ac.in, web: www.itmuniversity.ac.in



"CELEBRATING DREAMS"

Module 5	- Application, Research, and Emerging Trends - Measuring CSR and ethical performance: CSR indices, ESG ratings, Social Return on Investment (SROI). - Corporate citizenship, shared value creation (Michael Porter's CSV model).	9 Hours
Recommended Books	"Business Ethics: Text and Cases from the Indian Perspective" by Anulekha Nandi & Debashis Sur (McGraw Hill). "Business Ethics and Corporate Governance" by A. C. Fernando (Pearson). "Corporate Social Responsibility: A Strategic Approach" by David Chandler (SAGE).	

Dr. Anish
DIRECTOR
 Centre for Distance and
 Online Education (CDOE)
 ITM University Gwalior

Dr. Anish



"CELEBRATING DREAMS"

BBA - SEMESTER IV

Course Code: C 401	Course SEC 401 - BBA - SEMESTER IV TALLY	L-T-P 3-0-0	Credits 3
-----------------------	---	----------------	--------------

Course Objective: Not separately specified in the source BBA syllabus.

Course Outcomes:

CO1.	Recall and identify the basic features, menus, and navigation in Tally software. BL 2
CO2.	Explain the process of creating companies, ledgers, and groups in Tally and interpret their role in maintaining accounts. BL3
CO3.	Record day-to-day financial transactions, including journal entries, vouchers, and inventory management using Tally. BL 4
CO4.	Analyze financial reports (Trial Balance, P&L, Balance Sheet) generated in Tally to identify errors and inconsistencies in data entry. BL 5
CO5.	Design and generate customized GST-compliant invoices, payroll statements, and MIS reports in Tally for decision-making.

Course Content:

Module 1	ACCOUNTING FUNDAMENTALS: basic accounting concepts and conventions, Indian accounting standards, types of accountancy, Double-entry bookkeeping system, The bookkeeping and accounting process, an explanation of debits and credits, an explanation of a T account, Double entry working examples, History of Tally, Versions of Tally and Comparison. Configuration Interactive Lectures, Lab practicals	6 Hours
Module 2	COMPANY CREATION IN TALLY ERP9: Title Area, The Main Area, Calculator Area, Button Bar Country Specific Configuration, Create a Company, Load a company, company information, select company, Gateway of Tally, Shut a company, Alter a company, delete a company, activate company MASTER HEAD CREATION FOR FINANCIAL ACCOUNTING: Debtor/Creditor Classification, creating a group, multiple creation of groups, what is ledger?, creation of a ledger account, cost centre, Budgets, Voucher types, create a voucher type, currencies. Interactive Lectures, Lab practicals	6 Hours
Module 3	INVENTORY MASTERS IN TALLY ERP9: Configure Tally for inventory Control, What is a stock Group?, Creating a stock group, creating multiple stock groups, display or alter a stock group, create a stock category, creating a stock item. Locations/godowns, create a unit of measure. VOUCHER ENTRY IN TALLY. ERP 9 The voucher entry screen, types of vouchers, contra entry, payment entry, receipt entry, Journal entry, sales entry, inventory allocations, How to enter vouchers? How to enter inventory vouchers? How to create stock journal? Bill of materials, purchase and sales orders, create a purchase order, and create a sales order, invoice entry, printing invoice and vouchers. Interactive Lectures, Lab practicals	6 Hours
Module 4	REPORT GENERATION & INTERPRETATION: Generating financial statements report and analysis CONCEPT OF GST: Conceptual framework of GST and other indirect taxes, e-filing, Tally reference Manual. Interactive Lectures, Lab practicals	6 Hours
Module 5	Data Security & Backup Data Backup and Restore Security Control & User Management Password Protection and Audit Trail Interactive Lectures, Lab practicals	9 Hours



UNIVERSITY
Gwalior • MP • INDIA

"CELEBRATING DREAMS"

	CO 1 6 Part-CExperiential Learning (Either fill in details or upload an image file) Module Content Assessment Tools PBL/ Experiments/ Field Work/ Internship/ Industrial Visit/ Research Paper Presentation/ Seminar/ Case Study/ Simulation/ Games/Virtual Labs/Role Play Marks Bloom's Level Hours 1,2,3,4,5 Utilizing Tally for Financial Management and Reporting PBL 4	
Recommended Books	• "Business Ethics: Text and Cases from the Indian Perspective" by Anulekha Nandi & Debashis Sur (McGraw Hill). • "Business Ethics and Corporate Governance" by A. C. Fernando (Pearson). • "Corporate Social Responsibility: A Strategic Approach" by David Chandler (SAGE).	

Sanish

DIRECTOR
Centre for Distance and
Online Education (CDOE)
ITM University Gwalior

S. K. S. / S. K. S.



UNIVERSITY
GWALIOR • MP • INDIA

"CELEBRATING DREAMS"

BBA - SEMESTER IV

Course Code: R- 401	Course ITR- 401 - BBA - SEMESTER IV PROJECT	L-T-P 0-0-2	Credits 0
------------------------	--	----------------	--------------

Course Objective: Not separately specified in the source BBA syllabus.

Course Outcomes:

CO1.	Understand workplace dynamics, industry expectations, and project requirements. BL2- Understand
CO2.	Observe and describe organizational practices, culture, and functional processes. BL3-Apply
CO3.	Apply classroom knowledge in real-life projects, internships, or consultancy assignments. BL4-Analyze
CO4.	Analyze organizational data, challenges, and practical cases through project work or apprenticeship. BL5-Evaluate
CO5.	Prepare, present, and defend a comprehensive project/internship report demonstrating reflective learning.

Course Content:

Module 1	Orientation & Proposal: Understanding internship/project framework; Identifying organization/project area; Proposal preparation. Workshops, Orientation, Mentorship	30 Hours
Module 2	Organizational Exposure: Observing business functions; Studying structure, operations, and industry environment. Field Work, Apprenticeship, Mentorship	90 Hours
Module 3	Application of Knowledge: Applying theoretical concepts to live projects; Internship tasks; Functional exposure (HR, Finance, Marketing, Operations). Project Work, Practical Assignments, Case Studies	90 Hours
Module 4	Project Work & Analysis: Data collection; Analysis of organizational issues; Preparing case studies; Consultancy exercise (CE). Workshops, Mentorship, Applied Research	120 Hours
Module 5	Report, Presentation & Viva: Report writing; Documentation of findings; Final presentation & viva voce. Report Preparation, Presentation, Defense	30 Hours
Recommended Books	• Kothari, C. R., & Garg, G. (2019). Research methodology: Methods and techniques (4th ed.). New Age International. • Rao, V. S. P., & Krishna, V. H. (2019). Management: Text and cases. Excel Books. - Articles • Kolb, D. A. (2015). Experiential learning: Experience as the source of learning and development. FT Press. • McCarthy, P. (2021). Internships and employability: The student experience. Journal of Education and Work, 34(2), 120-137.	



"CELEBRATING DREAMS"

BBA - SEMESTER V

Course Code: A 501	Course BBA 501 - BBA - SEMESTER V BUSINESS POLICY & STRATEGY	L-T-P 4-0-2	Credits 4
-----------------------	---	----------------	--------------

Course Objective: Not separately specified in the source BBA syllabus.

Course Outcomes:

CO1.	Recall and recognize fundamental concepts and terminologies related to business policy, strategy, and strategic management. BL 2
CO2.	Explain the importance of strategy in business, interpret environmental analysis models, and understand strategic intent at various organizational levels. BL 3
CO3.	Use strategic models and frameworks to analyze business scenarios and make basic strategic recommendations. BL 4
CO4.	Differentiate between types of strategies and evaluate internal vs. external factors influencing strategic decisions. BL 5
CO5.	Formulate new strategic options, evaluate their effectiveness, and design implementation and control mechanisms suited to different business environments.

Course Content:

Module 1	Introduction to Business Policy and Strategy • Nature & importance of business policy & strategy • Introduction to the strategic management process and related concepts • Characteristics of corporate, business & functional level strategic management decisions • Vision and mission statements: formulation and importance	18 Hours
Module 2	Environmental Analysis and Diagnosis • External environment analysis: Porter's Five Forces • Internal environment: resources, capabilities, and competitive advantage • Core competencies and organizational capabilities • Value Chain Analysis (Porter) • Porter's Diamond Theory of National Advantage	18 Hours
Module 3	Formulation of Competitive and Corporate Strategies • Porter's Generic Competitive Strategies • Offensive & Defensive Strategic Moves • Corporate Strategy: Growth, Stability, and Renewal • Growth Strategies: Product development, Integration, Diversification, International Expansion • CAGE Distance Framework • Renewal Strategies: Retrenchment, Turnaround • Strategic Fundamentals of Mergers & Acquisitions	18 Hours
Module 4	Strategic Analysis and Choice • Strategic Gap Analysis • Portfolio Tools: BCG Matrix, GE Matrix, Experience Curve, etc. • Life Cycle and Grand Strategy Selection Matrices • Behavioural factors in strategic decision-making	18 Hours
Module 5	Strategy Implementation and Strategic Control • Link between functional and business-level strategies • Organizational Structure, Culture, and Leadership in Strategy Implementation	18 Hours



UNIVERSITY
Gwalior • MP • INDIA

"CELEBRATING DREAMS"

	• Introduction to Strategic Control and Evaluation	
Recommended Books	Wheelen, T. L., & Hunger, J. D. (2012). Strategic Management and Business Policy: Toward Global Sustainability (13th ed.). Pearson. • Thompson, A. A., Peteraf, M. A., Gamble, J. E., & Strickland, A. J. (2018). Crafting and Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases (21st ed.). McGraw-Hill Education.	

Sanish
DIRECTOR
Centre for Distance and
Online Education (CDOE)
ITM University Gwalior

Shashank



"CELEBRATING DREAMS"

BBA - SEMESTER V

Course Code: A 502 MM	Course BBA 502 MM - BBA - SEMESTER V INTERNATIONAL MARKETING	L-T-P 6-0-0	Credits 6
--------------------------	---	----------------	--------------

Course Objective: Not separately specified in the source BBA syllabus.

Course Outcomes:

CO1.	Discuss the concept of International Marketing while analysing the impact of globalization on India's trade environment BL2- Understand
CO2.	Demonstrate an understanding of international market research techniques and consumer behaviour and appropriate market entry strategies. BL3-Apply
CO3.	Apply concepts of international product and brand management, and pricing strategies to manage products effectively across diverse international markets. BL4-Analyze
CO4.	Evaluate the impact of digital platforms, AI, and social media on global distribution and promotional strategies, considering ethical and cultural sensitivities. BL5-Evaluate
CO5.	Analyze emerging trends such as green marketing, digital transformation, and the influence of emerging markets to develop sustainable international marketing practices

Course Content:

Module 1	Introduction to International Marketing, Global Business Environment & Trade Regulations Definition, Scope, and Importance of International Marketing, Difference between Domestic and International Marketing, Drivers of International Marketing, Globalization and Its Impact on Trade, Political, Economic, Legal, and Cultural Environments in Global Trade, Role of International Trade Organizations (WTO, IMF, World Bank), Regional Trade Agreements, Ethical and Social Responsibility in International Business	18 Hours
Module 2	International Market Research & Consumer Behaviour, Market Entry Strategies Conducting Market Research for International Markets, Cultural Dimensions & Consumer Behaviour (Hofstede's Model), Role of Language, Religion, and Lifestyle in International Marketing, Adapting Marketing Strategies for Different Cultures, Exporting, Licensing, and Franchising, Joint Ventures and Strategic Alliances, Foreign Direct Investment (FDI) and Mergers & Acquisitions, Digital Market Entry: E-commerce and Online Marketplaces	18 Hours
Module 3	International Product & Brand Management, Pricing Strategies Product Standardization vs. Adaptation, Global Branding and Brand Positioning Strategies, Packaging and Labelling Requirements in International Markets, Managing the Product Life Cycle in Global Markets, Factors Affecting International Pricing (Economic, Competitive, Legal), Transfer Pricing and Taxation Issues, Price Escalation and Dumping, Currency Exchange Rates and Their Impact on Pricing	18 Hours
Module 4	International Distribution & Logistics, Global Promotional Strategies International Supply Chain & Logistics Management, Distribution Channels in Global Markets, Role of Wholesalers, Retailers, and Intermediaries, Impact of Digital Platforms on Global Distribution, International Advertising: Standardization vs. Localization, Role of Public Relations, Sponsorships, and Sales Promotion, Impact of Digital and Social Media on Global Promotions, Ethical and Cultural Considerations in Global Advertising	18 Hours



"CELEBRATING DREAMS"

Module 5	Contemporary Issues in International Marketing Sustainability and Green Marketing in Global Markets, Digital Transformation & AI in International Marketing, Emerging Markets and Their Influence on Global Trade, Risk Management in International Marketing	18 Hours
Recommended Books	• Still, R. R., Cundiff, E. W., & Govoni, N. A. P. (2017). Sales and distribution management. Pearson Education India. • Havaladar, K. K., & Cavale, V. M. (2018). Sales and distribution management: Text and cases. McGraw-Hill Education. • Panda, T. K., & Sahadev, S. (2019). Sales and distribution management. Oxford University Press. - Articles • Heluany, J. B., & Gkioulos, V. (2024). A review on digital twins for power generation and distribution. International Journal of Information Security, 23(2), 1171-1195. • Vaka, D. K. (2024). Integrating inventory management and distribution: A holistic supply chain strategy. the International Journal of Managing Value and Supply Chains, 15(2), 13-23. • Amoa-Gyarteng, K., Dhlirwayo, S., & Adekomaya, V. (2024). Innovative marketing and sales promotion: catalysts or inhibitors of SME performance in Ghana. Cogent business & management, 11(1), 2353851. • Kusuma, A. R., Syarif, R., Sukmawati, A., & Ekananta, A. (2024). Factors influencing the digital transformation of sales organizations in Indonesia. Heliyon, 10(5).	

[Signature]

[Signature]



"CELEBRATING DREAMS"

BBA - SEMESTER V

Course Code: A 502HR	Course BBA 502HR - BBA - SEMESTER V GROUP DYNAMICS AND TEAM BUILDING	L-T-P 6-0-0	Credits 6
-------------------------	---	----------------	--------------

Course Objective: Not separately specified in the source BBA syllabus.

Course Outcomes:

CO1.	Describe fundamental concepts and theories of group dynamics. BL3 & 4
CO2.	Analyze team processes influencing communication, trust, and conflict BL4
CO3.	Apply intervention strategies to improve team performance and cohesion BL 5 & 6
CO4.	Design solutions for real-world team challenges through collaboration BL BL

Course Content:

Module 1	Introduction • Introduction to Teams • Methods of Assessing and Evaluating Team Functioning Lecture, Icebreaker activities, Team - building exercises 1	18 Hours
Module 2	Inputs • Team Theories and Concepts • Understanding Culture and Diversity • Preparing the Environment for Teamwork Lecture, Group Discussion, Concept Mapping, Project-based Learning, Fishbowl Discussion 2	18 Hours
Module 3	Processes • Improving Small Group Communication and Trust • Improving Creativity and Innovation • Improving Problem Solving and Decision Making • Understanding Cohesion and Collaboration Brainstorming Workshop, Case Study, Collaborative Projects 3	18 Hours
Module 4	Processes • Reducing Dysfunctional Conflict and Improving Cooperation • Influence, Power, and Leadership • Working in Virtual Teams Lecture, Leadership Seminar 3	18 Hours
Module 5	Output • Searching for Synergy: Creating a High-Performing Team Capstone Project, Team Presentations 1,2	18 Hours
Recommended Books	- Group Dynamics and Team Interventions: Understanding and Improving Team Performance, by Timothy M. Franz - Group Dynamics And Team Building: A Handbook Kindle Edition, by Hiriappa B • • Team Work and Group Dynamics, Greg L. Stewart, Charles C. Manz, Henry P. Sims, Kenneth G Brown	

Sanish
DIRECTOR
Centre for Distance and
Online Education (CDOE)
ITM University Gwalior

Shashy



UNIVERSITY
GWALIOR • MP • INDIA

"CELEBRATING DREAMS"

BBA - SEMESTER V

Course Code: A 502 FM	Course BBA 502 FM - BBA - SEMESTER V WORKING CAPITAL MANAGEMENT	L-T-P 6-0-0	Credits 6
--------------------------	--	----------------	--------------

Course Objective: Not separately specified in the source BBA syllabus.

Course Outcomes:

CO1.	Understand the concepts, need, and determinants of working capital. BL 2,3
CO2.	Examine various sources of working capital financing and their implications. BL 3,4
CO3.	Analyze liquidity, operating cycle, and cash conversion cycle of businesses. BL 4,5
CO4.	Evaluate management of cash, receivables, and inventory using financial tools. BL 5,6
CO5.	Apply working capital strategies and policies to real-world business cases.

Course Content:

Module 1	Introduction to Working Capital Meaning, importance, and scope of working capital management; Objectives and principles; Operating cycle; Determinants of working capital. Lecture, Discussion, Case Study (Small Manufacturing Firm)	18 Hours
Module 2	Estimation of Working Capital Needs Approaches for estimating working capital (operating cycle method, current assets holding period method, ratio of sales method); Factors affecting estimation. Lecture, Problem Solving, Case Study CO 1,	18 Hours
Module 3	Financing of Working Capital Sources of working capital financing: trade credit, commercial papers, bank finance, factoring; Long-term vs short-term financing; Matching, conservative, and aggressive approaches.	18 Hours
Module 4	Management of Current Assets Cash management - Baumol and Miller - Orr models; Receivables management - credit policy, credit terms, collection policy; Inventory management - EOQ model, ABC analysis, Just-in-time (JIT). Lecture, Problem Solving, Simulation (Cash Budgeting) CO 3,	18 Hours
Module 5	Working Capital Strategies Risk-return trade-off in working capital; Policies for financing current assets; Working capital leverage; Practical aspects of working capital control in large corporations.	18 Hours
Recommended Books	1. Hrishikes Bhattacharya (2016). Working Capital Management: Strategies and Techniques. PHI Learning. 2. I. M. Pandey (2020). Financial Management (12th ed.). Vikas Publishing House. 3. M. Y. Khan & P. K. Jain (2019). Financial Management: Text, Problems, and Cases. McGraw Hill. • Ross, Westerfield & Jordan (2020). Essentials of Corporate Finance. McGraw-Hill Education. Brigham & Ehrhardt (2018). Financial Management: Theory and Practice. Cengage Learning.	

Study



UNIVERSITY
Gwalior • MP • INDIA

"CELEBRATING DREAMS"

BBA - SEMESTER V

Course Code: A-503	Course BBA-503 - BBA - SEMESTER V GOODS AND SERVICE TAX (GST)	L-T-P 4-0-0	Credits 4
-----------------------	--	----------------	--------------

Course Objective: Not separately specified in the source BBA syllabus.

Course Outcomes:

CO1.	Students will be able to explain the evolution, framework, and key concepts of GST in India, including CGST, SGST, IGST, and the GST Council. BL2-Apply
CO2.	Students will be able to apply GST provisions to determine the time, place, and value of supply in various business transactions. BL3- Analyze
CO3.	Students will be able to analyze Input Tax Credit (ITC) mechanisms, GST returns, and compliance procedures to ensure accurate reporting. BL4- Evaluate
CO4.	Students will be able to evaluate tax liabilities, refunds, and penalties under different assessment scenarios to ensure legal compliance. BL5-Create
CO5.	Students will be able to design GST-compliant solutions such as filing returns, preparing invoices, and managing e-way bills for business operations.

Course Content:

Module 1	Introduction to GST Framework • Evolution of indirect taxes in India - from Sales Tax, Excise Duty, Service Tax to GST. • Constitutional framework of GST - 101st Constitutional Amendment. • Basic concepts: CGST, SGST, IGST, UTGST, Dual GST Model. • Benefits and challenges of GST in the Indian economy.	9 Hours
Module 2	GST Structure and Administration • Structure of GST Council - composition, powers, and functions. • Classification of goods and services under GST. • GST registration - persons liable, exemption limits, and procedure. • Concept of Supply under GST - scope, composite and mixed supply, place of supply, time of supply. Lecture, Case study 2	9 Hours
Module 3	Input Tax Credit and Returns • Concept and working mechanism of Input Tax Credit (ITC). • Apportionment of credit and blocked credits. • Tax invoices, debit notes, credit notes. • Returns under GST - GSTR-1, GSTR-3B, annual returns, due dates, and compliance. Lecture, Videos 3	9 Hours
Module 4	Assessment, Payment, and Refunds • Tax payment procedures under GST. • Assessment: self-assessment, provisional assessment, scrutiny of returns, summary assessment. • Refund of taxes - procedure, unjust enrichment, and refund of ITC. • Interest, penalties, and prosecution under GST. Lecture, Case study, Videos, PBL 4	9 Hours
Module 5	GST in Practice • E-way bill system - meaning, procedure, and compliance. • GST Audit - objectives, types, and procedure. • GST implications on e-commerce operators. • Recent amendments, practical case laws, and GST in international trade. Lecture, Case study, Videos 5	9 Hours

Handwritten signature

Handwritten signature
DIRECTOR
Centre for Distance and
Online Education (CDOE)
ITM University Gwalior

ITM University Gwalior Campus, NH-44, Turari, Gwalior, (M.P.) - 475 001 INDIA
mail: info@itmiversity.ac.in, web: www.itmiversity.ac.in



UNIVERSITY
Gwalior • MP • INDIA

"CELEBRATING DREAMS"

Recommended
Books

1. V. Balachandran, Indirect Taxes: GST and Other Indirect Taxes, Sultan Chand & Sons
 2. V. S. Datey, GST & Customs Law, Taxmann Publications • Dr. Vinod K. Singhania & Dr. Monica Singhania, Students' Guide to Income Tax including GST, Taxmann Publications
- Articles "The Transformative Tide: Assessing the Impact of GST on Small Business in India" (Research Gate, May 2025):

Spanish
DIRECTOR
Centre for Distance and
Online Education (CDOE)
ITM University Gwalior

Mishra



UNIVERSITY
Gwalior • MP • INDIA

"CELEBRATING DREAMS"

BBA - SEMESTER V

Course Code: A 504	Course BBA 504 - BBA - SEMESTER V INTERNATIONAL BUSINESS	L-T-P 3-0-0	Credits 3
-----------------------	---	----------------	--------------

Course Objective: Not separately specified in the source BBA syllabus.

Course Outcomes:

CO1.	Explain the nature, scope, and importance of international business. L4 - Analyze, L5 - Evaluate
CO2.	Analyze various theories and frameworks of international trade. L2 - Understand, L3 - Apply
CO3.	Evaluate international business environment and its impact on decision-making. L2 - Understand
CO4.	Understand foreign exchange market, trade barriers, and role of international institutions. L4 - Analyze, L5 - Evaluate
CO5.	Assess global strategies, balance of payments, and emerging trends in international business.

Course Content:

Module 1	Introduction to International Business • Nature, scope, and importance of international business • Domestic vs. international business • Globalization and its drivers • Benefits and challenges of international business Lectures, Case Studies	9 Hours
Module 2	Theories of International Trade • Classical theories: Mercantilism, Absolute Advantage, Comparative Advantage • Modern theories: Heckscher-Ohlin, Product Life Cycle Theory, Porter's Diamond Model • Recent perspectives: Gravity Model, Krugman's New Trade Theory Role Plays	9 Hours
Module 3	International Business Environment • Political, economic, legal, socio-cultural, and technological environments • Emerging markets and regional trade blocs (EU, NAFTA, ASEAN, BRICS, SAARC) • Global institutions: IMF, World Bank, UNCTAD, WTO Research Paper Discussion	9 Hours
Module 4	Foreign Exchange & Trade Policy • Foreign exchange market and exchange rate determination • Tariff and non-tariff barriers • Trade policies of India • WTO principles and dispute settlement Simulation	9 Hours
Module 5	Global Business Strategies & Emerging Trends • Entry strategies for international markets (exporting, licensing, FDI, joint ventures) • Multinational corporations (MNCs) and transnational corporations (TNCs) • Balance of Payments and corrective measures • Issues in global trade: protectionism, sustainability, digital trade, COVID-19 disruptions PBL	9 Hours
Recommended Books	Paul, J. (2018). International Business. McGraw Hill.	

DIRECTOR
Centre for Distance and
Online Education (CDOE)
ITM University Gwalior

ITM University Gwalior Campus, NH-44, Turari, Gwalior, (M.P.) - 475 001 INDIA
Mail: info@itmuniy.ac.in, web: www.itmuniy.ac.in



"CELEBRATING DREAMS"

BBA - SEMESTER V

Course Code: C 501	Course AEC 501 - BBA - SEMESTER V PATHWAYS TO ENTREPRENEURSHIP-II	L-T-P 1-0-1	Credits 1
-----------------------	--	----------------	--------------

Course Objective: Not separately specified in the source BBA syllabus.

Course Outcomes:

CO1.	Course outcomes could not be reliably extracted from the source page.
------	---

Course Content:

Module 1	Build decision-making capacity using assessment matrix and sector-agnostic thumb rules 1. Minimum Viable Prototype (MVP) - smallest functional version of the product/service that can be shown to early adopters. 2. Go-to-Market Strategy Drafting - how the product will reach customers (channels, pricing, distribution, partnerships).	18 Hours
Module 2	Build decision-making capacity using assessment matrix and sector-agnostic thumb rules 1. Compliance & Certification Check - Mapping basic regulatory, safety, or industry-specific approvals needed before launch. 2. Financial Roadmap - Preparing a simple cost structure, pricing model, and early-stage cash flow projection to test economic feasibility. Launch Simulation Exercise - Running a timed simulation where to stress-test storytelling, customer handling, and adaptability.	18 Hours
Module 3	Validation and Refinement : Critically test entrepreneurial ideas under pressure. 1. Customer Discovery Interviews - structured conversations with potential users to test assumptions and uncover hidden pain points. 2. Stress Testing with Extreme Scenarios - learn to Pushing the idea against "worst-case" conditions like very low budgets, high competition, or strict regulations to see if it still holds. Rapid Prototyping & Pilot Launches - Understanding of simple mockups, demos, or limited pilots to test actual user behavior, not just opinions.	18 Hours
Module 4	Validation and Refinement : Critically test entrepreneurial ideas under pressure. • Peer Review Panels - understanding critical questioning that exposes blind spots. • 2. Pivot Readiness Assessment - to build readiness to explore closest alternative direction with existing learnings and resources	18 Hours
Module 5	Launch Simulation : learning to Build a launch-ready prototype or business roadmap 1. Minimum Viable Prototype (MVP) - need for smallest functional version of the product/service that can be shown to early adopters. 2. Go-to-Market Strategy Drafting - strategies to reach customers	18 Hours
Recommended Books	Recommended books/references are not separately legible in the source block.	

Dr. Anshu
DIRECTOR
Centre for Distance and
Online Education (CDOE)
ITM University Gwalior

Shashw



UNIVERSITY
Gwalior • MP • INDIA

"CELEBRATING DREAMS"

BBA - SEMESTER V

Course Code: C 501	Course VAC 501 - BBA - SEMESTER V DIGITAL MARKETING AND ANALYTICS	L-T-P 2-0-0	Credits 2
-----------------------	--	----------------	--------------

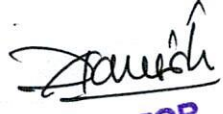
Course Objective: Not separately specified in the source BBA syllabus.

Course Outcomes:

CO1.	Define key concepts and tools of digital marketing. BL2- Understand
CO2.	Explain the use of marketing metrics and customer segmentation in campaign success. BL3-Apply
CO3.	Apply the Four Ps framework to design effective digital marketing strategies. BL4-Analyze
CO4.	Evaluate the role of socially responsible marketing and sustainability in brand reputation. BL5-Evaluate
CO5.	Assess the benefits and challenges of CRM systems in maintaining digital databases.

Course Content:

Module 1	Introduction to Digital Marketing • Definition and significance of digital marketing • Tools and technologies for digital promotion: email, social media, and other platforms • Basics of customer segmentation and clustering	6 Hours
Module 2	Marketing Metrics and Campaign Design • Developing market segments based on customer needs and interests • Marketing data collection methods to improve campaign success • Key performance indicators (KPIs) for campaign success	6 Hours
Module 3	Strategic Digital Marketing and the Four Ps • History and evolution of digital marketing • Advantages and disadvantages of digital marketing • Pricing models for advertisements: Pay Per Click (PPC)	6 Hours
Module 4	Socially Responsible Marketing (SRM) and Sustainability • Characteristics of SRM and sustainable marketing practices • Consumer actions promoting sustainability in marketing • Brand reputation and its impact on sales performance	6 Hours
Module 5	CRM and Digital Databases • Basics of Customer Relationship Management (CRM) • Benefits and challenges of CRM systems • Maintaining digital databases: data cleansing and tracking systems	6 Hours
Recommended Books	Chaffey, D., & Ellis-Chadwick, F. (2020). Digital Marketing: Strategy, Implementation, and Practice. Pearson. • Kotler, P., Kartajaya, H., & Setiawan, I. (2021). Marketing 5.0: Technology for Humanity. Wiley.	


DIRECTOR
Centre for Distance and
Online Education (CDOE)
ITM University Gwalior





UNIVERSITY
GWALIOR • MP • INDIA

"CELEBRATING DREAMS"

BBA - SEMESTER V

Course Code: R- 501	Course ITR- 501 - BBA - SEMESTER V SUMMER INTERNSHIP	L-T-P 0-0-2	Credits 0
------------------------	---	----------------	--------------

Course Objective: Not separately specified in the source BBA syllabus.

Course Outcomes:

CO1.	Understand the structure, functions, and processes of business organizations. BL2- Understand
CO2.	Observe and describe workplace culture, hierarchy, and professional behavior in organizations. BL3-Apply
CO3.	Apply theoretical knowledge from classroom learning to real-life business situations. BL4-Analyze
CO4.	Analyze problems, challenges, and practices in business functions through live projects. BL5-Evaluate
CO5.	Prepare and present a comprehensive internship report with findings, recommendations, and reflective learning.

Course Content:

Module 1	Orientation & Proposal Development: Identifying organization and project area; Internship objectives; Proposal preparation and approval. Workshops, Mentorship, Orientation Sessions	30 Hours
Module 2	Organizational Understanding: Study of organizational structure, business processes, culture, and industry environment. Field Exposure, Industry Mentorship, Observation	90 Hours
Module 3	Application of Knowledge: Relating theory with practice; Exposure to functional areas like HR, Finance, Marketing, Operations, etc. Practical Work, Case Studies, Problem Solving	90 Hours
Module 4	Project Work & Analysis: Live project execution; Data collection and analysis; Identifying organizational problems; Suggesting solutions. Project Work, Workshops, Mentorship	120 Hours
Module 5	Report, Presentation & Viva: Report writing; Structuring findings and recommendations; Final presentation and defense before faculty/industry panel. Report Preparation, Presentation, Viva	30 Hours
Recommended Books	• Kothari, C. R., & Garg, G. (2019). Research methodology: Methods and techniques (4th ed.). New Age International. • Rao, V. S. P., & Krishna, V. H. (2019). Management: Text and cases. Excel Books. - Articles • Kolb, D. A. (2015). Experiential learning: Experience as the source of learning and development. FT Press. • McCarthy, P. (2021). Internships and employability: The student experience. Journal of Education and Work, 34(2), 120-137.	



UNIVERSITY
GWALIOR • MP • INDIA

"CELEBRATING DREAMS"

BBA - SEMESTER VI

Course Code: A 601	Course BBA 601 - BBA - SEMESTER VI PRODUCTION AND OPERATION MANAGEMENT	L-T-P 6-0-0	Credits 6
-----------------------	---	----------------	--------------

Course Objective: Not separately specified in the source BBA syllabus.

Course Outcomes:

CO1.	Student will be able to define and recall essential production and operation management terms such as JIT (JustIn -Time), TQM (Total Quality Management). BL2- Understand
CO2.	Student will be able to explain the principles of demand forecasting and its role in production planning. BL3-Apply
CO3.	Student will be able to apply forecasting techniques to analyze and predict future demand for products or services. BL4-Analyze
CO4.	Student will be able to analyze the efficiency and effectiveness of production operations, identifying areas for improvement. BL5-Evaluate
CO5.	Student will be able to assess and compare key performance metrics to evaluate the success of production and operation management strategies.

Course Content:

Module 1	Introduction to Production & Operations Management: Definition, need, responsibilities, key decisions of OM, goods vs. services. Operation Strategies-Definition, relevance, strategy formulation process, order qualifying and order winning attribute (MTBF, MTTR and availability). Lean production: Definition of lean production, lean Demand-Pull logic, waste in operations, elements that address elimination of waste, 2 card kanban Production Control system. Lecture, Experiential Learning, PBL	18 Hours
Module 2	Forecasting: -Definition, types, qualitative (grass roots, market research and Delphi method) and quantitative approach (simple moving average method, weighted moving average and single exponential smoothing method), forecast error, MAD. Scheduling: Operation scheduling, goals of short-term scheduling, job sequencing (FCFS, SPT, EDD, LPT, and CR) & Johnson's rule on two machines, Gantt charts. Lecture, Experiential Learning, PBL	18 Hours
Module 3	Process Selection: Definition, Characteristics that influence the choice of alternative processes (volume and variety), type of processes- job shop, batch, mass and continuous, product - process design Matrix and Services design matrix, technology issues in process design, flexible manufacturing systems (FMS), and computer integrated manufacturing (CIM). Assembly line balancing by using LOT rule; Location Decisions & Models: Facility Location - Objective, factors that influence location decision, location evaluation methods - factor rating method. Capacity Planning: Definition, measures of capacity (input and output), types of planning over time horizon. Decision trees analysis Lecture, Experiential Learning, PBL	18 Hours
Module 4	Aggregate Planning: Definition, nature, strategies of aggregate planning, methods of aggregate planning (level plan, chase plan and mixed plan, keeping in mind demand, workforce and average inventory). Statistical Quality control: Variations in process (common & assignable causes), control charts. Expected Value: Calculation and importance in decision - making. Lecture, Experiential Learning, PBL	18 Hours
Module 5	Queuing Theory: Poisson- Exponential Single Server Model with Infinite Population. (question based on M/M/1), M/M/C: Lecture, Experiential Learning, PBL 18 Variable measures (mean and range chart), Attribute measures (proportion of defects and no. of defects) using control tables	18 Hours
Recommended Books	B. Mahadevan (2007). Operations Management: Theory and Practice, Pearson Education, India, Second Edition • Operations Management for Competitive Advantage, Tata McGraw-Hill Publishing Company Limited, Eleventh Edition	



"CELEBRATING DREAMS"

BBA - SEMESTER VI

Course Code: A-602 MM	Course BBA- 602 MM - BBA - SEMESTER VI CUSTOMER RELATIONSHIP MANAGEMENT	L-T-P 6-0-0	Credits 6
--------------------------	--	----------------	--------------

Course Objective: Not separately specified in the source BBA syllabus.

Course Outcomes:

CO1.	Remember the key concepts, terminologies, and evolution of CRM within various business contexts BL2- Understand
CO2.	Understand the principles of customer relationship lifecycle and its strategic implications in business operations. BL3-Apply
CO3.	Apply analytical tools and technologies, including AI, to assess customer data and derive actionable insights for CRM strategies. BL4-Analyze
CO4.	Analyze customer behavior and segmentation techniques to design personalized CRM solutions. BL5-Evaluate
CO5.	Evaluate the effectiveness of different CRM models and frameworks in achieving organizational goals.

Course Content:

Module 1	Fundamentals of CRM: Definition and Evolution of CRM, Importance of CRM in Modern Business, CRM Models and Frameworks, Role of Technology in CRM Lecture, Case study 1,2	18 Hours
Module 2	AI in CRM: AI Applications in CRM: Predictive Analytics, Chatbots, and Customer Insights, Case Studies on AI-Driven CRM Success Stories, Tools for CRM Automation Lecture, Case study 2,3,4	18 Hours
Module 3	Customer Behavior and Relationship Management: Understanding Customer Segmentation and Lifetime Value, Personalization in CRM, Building Long -Term Customer Relationships, CRM in Indian Business Contexts (IKS Perspective) Lecture, Case study 1,2,3	18 Hours
Module 4	Ethical, Sustainable, and Inclusive CRM Practices: Ethics in CRM, Sustainability and Inclusivity in Customer Management, Leveraging Indian Knowledge Systems for CRM Strategies Lecture, Case study 2,3,5	18 Hours
Module 5	Advanced CRM Strategies and Future Trends: Cross-Channel CRM Integration, Social CRM and Customer Engagement, Emerging Trends in CRM Lecture, Case study 3,4,5	18 Hours
Recommended Books	1. Buttle, F., & Maklan, S. (2019). Customer relationship management: concepts and technologies. Routledge. 2. Greenberg, P. (2001). CRM at the speed of light: Capturing and keeping customers in Internet real time. McGraw-Hill Professional.	

Dr. Anshu
DIRECTOR
Centre for Distance and
Online Education (CDOE)
ITM University Gwalior

M. Shukla



UNIVERSITY
Gwalior • MP • INDIA

"CELEBRATING DREAMS"

BBA - SEMESTER VI

Course Code: A 602 HR	Course BBA 602 HR - BBA - SEMESTER VI ORGANIZATIONAL CHANGE AND DEVELOPMENT	L-T-P 6-0-0	Credits 6
--------------------------	--	----------------	--------------

Course Objective: Not separately specified in the source BBA syllabus.

Course Outcomes:

CO1.	Describe External And Internal Forces For Change And Classify The Types Of Organizational Change. BL2- Analyze
CO2.	Students Will Be Able To Identify Reasons For Resistance To Change And Examine Methods For Managing It Effectively. BL3- Evaluate
CO3.	Students Will Be Able To Assess Diagnostic Tools Like Surveys, Interviews, And Observations To Design Planned Change Initiatives. BL4- Create
CO4.	Design And Implement Individual, Group, And Strategic OD Interventions To Address Organizational Challenges.

Course Content:

Module 1	Organisational Change: Introduction, Meaning & Nature of Change, Features of Organisational Change, Why Do Organizations Have to Change , , Forces for Change; External Forces, Internal Forces, Change Programmes: Individual Level Change, Group Level Change, Organisational Level Change, Types of Organizational Change, • Case study - Netflix Organizational Change & Structure Case Study 2022 • https://wp.kennisbanksocialeinnovatie.nl/wp-content/uploads/2022/09/Netflixorganizationalchange.pdf?utm_source=chatgpt.com	18 Hours
Module 2	Resistance to change: Nature, Types and Benefits of resistance, Reasons for resistance, Overcoming resistance, Models for change and Role of change agent, Types of Change Agents, Characteristics of Successful Change Agents, managing resistance to change Article: How to deal with Resistance to Change https://hbr.org/1969/01/how-to-deal-with-resistance-to-change Activity	18 Hours
Module 3	Planned Change: Introduction, Objectives, Diagnostic Models and Tools Methods of Data Collection: Surveys, Interviews, and Observations • Case study • Activity	18 Hours
Module 4	Organizational Development: The Evolution of Organisational Development, Process of Organizational development, OD Interventions Individual Based : Coaching, Counselling, T - groups, behavioural modelling, leading, morale boosting, mentoring, Motivation Group Based : Conflict management, group facilitation, work Team & Team Building • Project: Designing of development on OD Intervention (mentoring, T- Group, peace-making interventions)	18 Hours
Module 5	Specific OD/Change Interventions Intergroup Based : Third-party peace -making interventions, Techno structural (Reorganization, restructuring, technologies, Positions etc. HR interventions: Performance management, training, Workforce Diversity and Wellness etc Strategic Interventions: Balance scorecard, Business process reengineering, downsizing & outsourcing, Mergers,	18 Hours



UNIVERSITY
Gwalior • MP • INDIA

"CELEBRATING DREAMS"

	acquisitions, and diversification the future of OD • Project: Designing of development on OD Intervention (mentoring, T- Group, peace-making interventions)	
Recommended Books	Cummings, T. G. (2017). Organization development and change (10th ed.). Cengage Learning.	

ITM University Gwalior

Danish
DIRECTOR

M. K. Singh

Centre for Distance and
Online Education (CDOE)
ITM University Gwalior

ITM University Gwalior Campus, NH-44, Turari, Gwalior, (M.P.) - 475 001 INDIA
info@itm university.ac.in, web: www.itmuniversity.ac.in



"CELEBRATING DREAMS"

BBA - SEMESTER

Course Code: A 602 FM	Course BBA 602 FM - BBA - SEMESTER SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	L-T-P 6-0-0	Credits 6
--------------------------	--	----------------	--------------

Course Objective: Not separately specified in the source BBA syllabus.

Course Outcomes:

CO1.	have understanding on investment and avenues of investment BL4-Analyze
CO2.	have exposure on analysis techniques of capital market BL2-Understand
CO3.	understand various theories of portfolio management

Course Content:

Module 1	Investment: Basics of Investment, Investment, Speculation and Gambling, Investment Categories, Investment avenues, Non marketable Financial Assets, Money Market Instruments, Bond/Debentures, Equity Shares, Schemes of LIC, Mutual Funds, Financial Derivatives, Real Assets, Real Estate, Art, antiques and others. Lecture Case Study Group discussion 1,2	18 Hours
Module 2	Fundamental Security Analysis - Economic Analysis, significance and Interpretation of the Economic Indicators, Industry Analysis, Industry Growth Cycle - Company analysis, Marketing, Accounting policies, Profitability, Dividend Policy, Capital Structure, Financial Analysis, Operating Efficiency, Management, Fundamental Security Analysis, Changes in the Financing Patterns of Indian Companies, Debt-Equity Ratio for India Companies Lecture Case Study Group discussion 1,2	18 Hours
Module 3	Technical Analysis, Technical Tools, The Dow Theory, Primary Trend, The secondary Trend, Minor Trends, Support and Resistance Level, Indicators, Odd Lot Trading, Moving Average, Rate of Change, Charts, Technical indicators, Charting Techniques, Indicators of the Witchcraft Variety, Efficient Market Theory, Basic 2 Concepts, Random -Walk Theory, Weak Form of EMH, Semi-strong Form, Strong Form, The Essence of the Theory, Market Inefficiencies Lecture Case Study Group discussion 1,2	18 Hours
Module 4	Portfolio Analysis: Portfolio and Single asset, Returns and Risk, Mean Variance Criterion, covariance, Beta (simple problems), Portfolio Markowitz Model, simple Diversification, Risk and Return with Different correlation, Sharpe's Single Index Model, Sharpe's Optimal Portfolio, Construction of the Optimal Portfolio, Optimum Portfolio with short sales. Lecture Case Study Group discussion 1,2,3	18 Hours
Module 5	Asset Pricing Model Portfolio Evaluation: Capital Asset Pricing Model (CAPM), Security Market Line, Assumptions, Arbitrage Pricing Model (APT), Portfolio Performance Models, Sharpe's Performance Index, Treynor's Performance Index, Jensen's Performance Index. Lecture Case Study Group discussion 1,2,3	18 Hours

Recommended Books

1. Bodie, Z., Kane, A., & Marcus, A. J. (2020). Investments (12th ed.). McGraw-Hill Education.
2. Chandra, P. (2021). Investment Analysis and Portfolio Management (5th ed.). McGraw-Hill Education.
3. Sharpe, W. F., Alexander, G. J., & Bailey, J. V. (1998). Investments (6th ed.). Prentice Hall. • I. Reilly, F. K., & Brown, K. C. (2019). Investment Analysis and Portfolio Management

ITM University Gwalior Campus, NH-44, Turari, Gwalior, (M.P.) - 475 001 INDIA
mail: info@itmuniversity.ac.in, web: www.itmuniversity.ac.in

Spanish
DIRECTOR
Centre for Distance and
Online Education (CDOE)
ITM University Gwalior



UNIVERSITY
Gwalior - MP - INDIA

"CELEBRATING DREAMS"

- (11th ed.). Cengage Learning.
2. Damodaran, A. (2012). Investment Valuation: Tools and Techniques for Determining the Value of Any Asset (3rd ed.). Wiley.
3. Graham, B., & Zweig, J. (2006). The Intelligent Investor: The Definitive Book on Value Investing (Revised ed.). Harper Business.

ITM University Gwalior

Dr. Anshu
DIRECTOR

**Centre for Distance and
Online Education (CDOE)
ITM University Gwalior**

Shashw

ITM University Gwalior Campus, NH-44, Turari, Gwalior, (M.P.) - 475 001 INDIA
mail: info@itmuniversity.ac.in, web: www.itmuniversity.ac.in



UNIVERSITY
GWALIOR • MP • INDIA

"CELEBRATING DREAMS"

BBA - SEMESTER VI

Course Code: A 603	Course BBA 603 - BBA - SEMESTER VI BUSINESS LAW	L-T-P 4-0-0	Credits 4
Course Objective: Not separately specified in the source BBA syllabus.			
Course Outcomes:			
CO4.	(indemnity, guarantee, bailment, pledge, agency).		
Course Content:			
Module 1	Module content could not be reliably extracted from the source block.		
Recommended Books	Recommended books/references are not separately legible in the source block.		

Drausch

DIRECTOR

Centre for Distance and
Online Education (CDOE)
ITM University Gwalior

Mishra



"CELEBRATING DREAMS"

BBA - SEMESTER VI

Course Code: C 601	Course AEC 601 - BBA - SEMESTER VI EMOTIONAL INTELLIGENCE	L-T-P 1-0-1	Credits 1
-----------------------	--	----------------	--------------

Course Objective: Not separately specified in the source BBA syllabus.

Course Outcomes:

CO1.	Understand the foundational principles of emotional intelligence (EI) and its importance in personal and professional contexts BL 2,3
CO2.	Identify and assess one's own emotional competencies through self-awareness exercises BL 3,4
CO3.	Apply emotional regulation techniques and empathy in interpersonal interactions BL 4,5
CO4.	Analyze emotional dynamics in team and leadership settings BL 5,6
CO5.	Develop and demonstrate emotional intelligence strategies for workplace challenges and stress management

Course Content:

Module 1	Introduction to Emotional Intelligence: Definitions, Historical Development, Models by Goleman, Salovey & Mayer Lecture, Case Discussion	6 Hours
Module 2	Self-Awareness and Self-Regulation: Understanding Emotions, Emotional Triggers, Emotional Hijacking Reflective Activities, Journaling, Peer Sharing	6 Hours
Module 3	Empathy and Social Awareness: Understanding Others' Emotions, Non-verbal Communication, Perspective-taking Role Play, Case Studies	6 Hours
Module 4	Managing Relationships and Conflict: Building Rapport, Listening, Giving Feedback, Conflict Resolution Simulation, Group Exercises	6 Hours
Module 5	Emotional Intelligence at Work: Leadership Styles, Teamwork, Workplace Stress, EI in Decision-Making Real-Life Scenarios, Experiential Workshops	6 Hours
Recommended Books	• Daniel Goleman (2020). Emotional Intelligence: Why It Can Matter More Than IQ. Bantam. • Bradberry, T., & Greaves, J. (2019). Emotional Intelligence 2.0. TalentSmart.	

Danish
DIRECTOR
Centre for Distance and
Online Education (CDOE)
ITM University Gwalior

Shahid



"CELEBRATING DREAMS"

BBA - SEMESTER VI

Course Code: C 601	Course VAC 601 - BBA - SEMESTER VI DATA ANALYSIS USING EXCEL	L-T-P 0-0-2	Credits 0
-----------------------	---	----------------	--------------

Course Objective: Not separately specified in the source BBA syllabus.

Course Outcomes:

CO1.	Understand the structure and utility of spreadsheets in data-driven decision-making BL 2,3
CO2.	Use Excel functions to summarize, clean, and transform raw business data BL 3,4
CO3.	Perform descriptive and inferential statistical analysis using Excel tools BL 4,5
CO4.	Develop dashboards and dynamic visualizations for business reports BL 5,6
CO5.	Solve real-world problems using Excel-based simulations and advanced tools like Solver and Data Analysis Toolpak

Course Content:

Module 1	Introduction to Excel Interface: Workbook structure, formula basics, relative & absolute referencing Hands-on, Lecture Demo	12 Hours
Module 2	Data Cleaning & Preparation: Filtering, sorting, text-to-columns, find & replace, removing duplicates Real Dataset Practice, Role Play	12 Hours
Module 3	Descriptive Statistics & Graphs: Frequency tables, pivot tables, bar/line/pie charts, histograms, trendlines Excel Modeling, Case Study	12 Hours
Module 4	Inferential Analysis: Correlation, Regression, t-tests, ANOVA using Data Analysis Toolpak Simulation, Mini Projects CO3.	12 Hours
Module 5	Dashboarding & Decision Modeling: IF, VLOOKUP, Conditional Formatting, Solver, Scenario Manager PBL, Team Activity CO4,	12 Hours
Recommended Books	- Winston, W. (2021). Microsoft Excel Data Analysis and Business Modeling. Microsoft Press. - Albright, S. C., & Winston, W. L. (2020). Business Analytics: Data Analysis & Decision Making. Cengage. - Harvey, G. (2019). Data Analysis Using Microsoft Excel. Pearson Education - A practical book with hands-on case studies and data sets.	

Dr. Anish
DIRECTOR
Centre for Distance and
Online Education (CDOE)
ITM University Gwalior

Shashy
(Programme Coordinator, BBA)