# 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 – 138 CREDITS

Effective from the academic year 2026–27 (Proposed)

**ITM University**
**School of Business and Leadership**

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Centre for Distance and
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# 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 | 138 |
| 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 pf Studies Approval | 2nd March 20262 |
| 13 | Academic Council Approval2 | 01st June 2026 |

**Source basis:** The programme structure and course scheme in this PPR are derived from the School of Management's 2025 BBA/BBA (Honours). The attached scheme identifies the three-year BBA exit as a 138-credit undergraduate programme.

## 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.

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## 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.

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## 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.

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## 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 |
| ITR-201 | Project | 0 | 0 | 2 | 2 |
| | Semester Total | 20 | 0 | 0 | 22 |

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

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## 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 |

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## 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.”

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## 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.

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## 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 total fee for the BBA programme is ₹1,05,000 for the complete three-year duration**

### 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.

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## 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:

| S. No. | Expense Head | Calculation Basis | Amount (₹) |
|---|---|---|---|
| 1 | Faculty remuneration | 45 courses × ₹15,000 | 6,75,000 |
| 2 | Video recording and editing | 900 hours × ₹2,000 | 18,00,000 |
| 3 | Interactive content and instructional design | 45 courses × ₹10,000 | 4,50,000 |
| 4 | Online assessments and question banks | 45 courses × ₹4,000 | 1,80,000 |
| 5 | LMS procurement and implementation | Allocated share | 4,77,876 |
| 6 | LMS hosting and technical support | Allocated share | 2,38,938 |
| 7 | Recording studio and equipment | Allocated share | 5,97,345 |
| 8 | Faculty training | Allocated share | 29,867 |
| 9 | Programme coordination | Allocated share | 1,19,469 |
| 10 | Academic quality assurance | 45 courses × ₹2,500 | 1,12,500 |
| | **Subtotal** | | **46,80,995** |
| 11 | Contingency reserve (10%) | Approx. 10% | 4,68,100 |
| | **Total BBA Budget** | | **₹51,49,095** |

## 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).

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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 |



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# END OF PROGRAMME PROJECT REPORT



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## BBA - SEMESTER I

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

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

**se 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 Importan ce 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. | |

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## BBA - SEMESTER I

| e Code: .02 | Course BBA 102 - BBA - SEMESTER I FINANCIAL MANAGEMENT | L-T-P 4-0-0 | Credits 4 |
|---|---|---|---|

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

**se 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<br>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:<br>Financial Statements - Balance Sheet, P&L Statement, Fund Flows Statement, Cash Flow Statement, Uses of the statement of changes in financial positions<br>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<br>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<br>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<br>Estimating Working Capital Needs<br>Current assets holding period, ratio of sales, ratio of fixed investments,<br>Policies for Financing Current Assets<br>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.<br>• 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). Essenti of Corporate Finance (10th ed.). McGraw-Hill Education. | |

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## BBA - SEMESTER I

| e Code:<br>103 | Course BBA-103 - BBA - SEMESTER I<br>FUNDAMENTAL OF ACCOUNTING | L-T-P<br>3-0-0 | Credits<br>3 |
|---|---|---|---|
| : Objective: Not separately specified in the source BBA syllabus. | | | |
| **se 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. | | |



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## BBA - SEMESTER

| e Code:<br>01 | Course AEC101 - BBA - SEMESTER<br>BUSINESS COMMUNICATION AND DRAFTING | L-T-P<br>2-0-0 | Credits<br>2 |
|---|---|---|---|

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

**se Outcomes:**

| | |
|---|---|
| **CO1.** | Explain the principles and process of effective business communication.<br>BL2- Understand |
| **CO2.** | Demonstrate written and oral communication skills in a professional setting<br>BL3-Apply |
| **CO3.** | Analyze barriers to communication and propose strategies to overcome them.<br>BL5-Evaluate |
| **CO4.** | Design business documents such as reports, memos, proposals, and emails with clarity and professionalism.<br>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.<br>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<br>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.<br>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 | |

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## BBA - SEMESTER I

| e Code:<br>)I<br>'A | Course SEC101<br>PART A - BBA - SEMESTER I<br>COMPUTER APPLICATION -I | L-T-P<br>3-0-0 | Credits<br>3 |
|---|---|---|---|

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

**se Outcomes:**

| | |
|---|---|
| **CO1.** | Recall basic computer components, types of computers, and types of software.<br>BL2-Understand |
| **CO2.** | Explain functions of operating systems, input/output devices, and memory types.<br>BL3-Apply |
| **CO3.** | Use MS Word and MS Excel to perform formatting, data entry, and file operations.<br>BL4-Analyse |
| **CO4.** | Break down data using Excel functions like logical, lookup, and statistical functions for business insights.<br>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<br>• Definition and Characteristics of Computers<br>• Block Diagram and Components (Input, Output, Memory, CPU)<br>• Types of Computers<br>• Applications in Business and Industry<br>Lectures and Practical | **9 Hours** |
| **Module 2** | Word Processing using MS Word<br>• Creating and Formatting Documents<br>• Tables, Lists, and Templates<br>• Headers, Footers, Page Setup<br>• Mail Merge and Document Review Tools<br>Lectures and Practical | **9 Hours** |
| **Module 3** | Spreadsheet using MS Excel<br>• Basics of Excel Interface and Workbook Management<br>• Data Entry and Formatting<br>• Basic Formulas and Functions (SUM, AVERAGE, IF, COUNT)<br>• Sorting, Filtering, and Charts<br>Lectures and Practical | **9 Hours** |
| **Module 4** | Presentation Software<br>• Introduction to PowerPoint<br>• Creating Slides and Slide Layouts<br>• Use of Graphics, Charts, and Multimedia<br>• Presentation Tips and Delivery<br>Lectures and Practical | **9 Hours** |
| **Module 5** | Operating System Basics<br>• Basics of Operating Systems (Windows, Linux)<br>• File and Folder Management<br>• Control Panel and System Settings<br>• Installing and Using Basic Software<br>IT in Business<br>• Overview of Business Applications of IT<br>• e-Commerce, Digital Payments, and Online Banking<br>• Cybersecurity Awareness<br>• Introduction to Cloud Storage and Services (Google Drive, Dropbox)<br>Lectures and Practical<br>CO5<br>9<br>Part- CExperiential Learning(Either fill in details or upload an image file)<br>Module Content<br>Assessment Tools<br>PBL/ Experiments/ Field Work/ Internship/ Industrial Visit/ Research Paper Presentation/ Seminar/ Case Study/ Simulation/ Games/Virtual Labs/Role Play<br>Bloom's | **3 Hours** |



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

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## BBA - SEMESTER I

| e Code:<br>101 | Course ITR- 101 - BBA - SEMESTER I<br>PROJECT | L-T-P<br>0-0-2 | Credits<br>0 |
|---|---|---|---|

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

**se Outcomes:**

| | |
|---|---|
| **CO1.** | Understand workplace dynamics, industry expectations, and project requirements.<br>BL2- Understand |
| **CO2.** | Observe and describe organizational practices, culture, and functional processes.<br>BL3-Apply |
| **CO3.** | Apply classroom knowledge in real-life projects, internships, or consultancy assignments.<br>BL4-Analyze |
| **CO4.** | Analyze organizational data, challenges, and practical cases through project work or apprenticeship.<br>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.<br>Workshops, Orientation, Mentorship | **30 Hours** |
| **Module 2** | Organizational Exposure: Observing business functions;<br>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).<br>Project Work, Practical Assignments,<br>Case Studies | **90 Hours** |
| **Module 4** | Project Work & Analysis: Data collection; Analysis of organizational issues; Preparing case studies; Consultancy exercise (CE).<br>Workshops, Mentorship, Applied Research | **120 Hours** |
| **Module 5** | Report, Presentation & Viva: Report writing;<br>Documentation of findings; Final presentation & viva voce.<br>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.<br>Articles<br>• Kolb, D. A. (2015). Experiential learning: Experience as the source of learning and development. FT Press.<br>• McCarthy, P. (2021). Internships and employability: The student experience. Journal of Education and Work, 34(2), 120-137. | |

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## BBA - SEMESTER II

| e Code: :01 | Course BBA 201 - BBA - SEMESTER II MARKETING MANAGEMENT | L-T-P 6-0-0 | Credits 6 |
|---|---|---|---|

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

**se 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<br>Case Study: Apple - Brand Loyalty and Product Ecosystemhttps://cdotimes.com/2024/11/21/case-study-apples-ecosystem-strategy-building-loyalty-and-revenue-through-integration-and-innovation/#google_vignette<br>Class Activity1 - Market Segmentation (Annexure 1)<br>Role play Activity 1 Product Launch Event (Annexure 1)<br>https://youtu.be/3dW5RJxX_gQ?si=-Qyc9VdwTig0QzJy "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<br>Case study: Coca-Cola - Emotional Marketing and Brand Consistency<br>https://quello.co/case-studies/coca-cola-marketing-case-study/<br>Class Activity2 Marketing Mix (4Ps) Strategy Development (Annexure 2)<br>Role-Play 2: Customer Complaint Handling (Annexure 2) https://youtu.be/m-z4Cl0SIAQ?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<br>Case Study: Nike - Brand Ambassadors and Social Responsibility<br>https://mba-esg.in/nike-digital-marketing-strategies/<br>Class Activity 3 SWOT Analysis of a Brand (Annexure 3) | **18 Hours** |

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|---|---|---|
| | Role-Play 3: Marketing Negotiation (Annexure 3)<br>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<br>Case study: Amazon - Customer-Centric Marketing and Technology Innovation<br>https://businessmodelanalyst.com/amazon-marketing-strategy/?srsltid=AfmBOooJ590Ti1QXBMik6fGN-epLn_aY6qC8VF8WNi_Ig07AXidBIyhW<br>Class Activity 4 Competitor Analysis (Annexure 4)<br>Role-Play 4: Brand Ambassador Campaign (Annexure 4)<br>https://youtu.be/rWhvuK5hhRw?si=lOTBzubh4lDact1T "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<br>Case study Tesla - Disruptive Marketing and Innovation<br>https://www.towardsautomotive.com/blog/tesla-disruptive-innovation<br>Class Activity 5: Customer Journey Mapping (Annexure 5)<br>Role-Play 5: Crisis Management Simulation(Annexure 5)<br>https://youtu.be/ORYkfcBOXh4?si=5TPfto0jJVlnNHa1Digital 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.<br>2. Chernev, A. (2020). Strategic Marketing Management. Cerebellum Press. • 1. Sheth, J. N., &Shainesh, G. (2017). Customer Relationship Management: Emerging Concepts & Tools. McGraw-Hill.<br>2. Chaffey, D., & Smith, P. R. (2017). Digital Marketing: Strategy, Implementation and Practice. Pearson. | |

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## BBA - SEMESTER

| e Code: 202 | Course BBA- 202 - BBA - SEMESTER<br>HUMAN RESOURCE MANAGEMENT | L-T-P<br>6-0-0 | Credits<br>6 |
|---|---|---|---|

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

**se Outcomes:**

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

**Course Content:**

| | | |
|---|---|---|
| **Module 1** | Introduction to Human Resource Management :<br>Overview of HRM: Definitions, Concepts, and Importance , Linking Business Strategy to HR Strategy, Evolving Role of HRM: vs. Traditional HR, Barriers to HR<br>Lectures, Discussions, Case studies<br>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<br>Lectures, Discussions, Case studies, Critical Thinking, Problem-solving activities<br>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<br>Lectures, Discussions, Case studies, Experiential learning: Roleplaying<br>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<br>Lectures, Discussions, Case studies, Industry Speaker Session<br>2 | **18 Hours** |
| **Module 5** | Compensation, Retention, and Global HRM :<br>Compensation Strategy and Systems , Theory of Equity and Internal, External, and Individual Compensation , Employee Retention Strategies, Women Empowerment and Inclusion<br>Lectures, Discussions, Case studies. 1,2 | **18 Hours** |
| **Recommended Books** | Recommended books/references are not separately legible in the source block | |

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## BBA - SEMESTER

| e Code: :03 | Course BBA 203 - BBA - SEMESTER COST ACCOUNTING | L-T-P 4-0-0 | Credits 4 |
|---|---|---|---|

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

**se 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. | |

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## BBA - SEMESTER II

| e Code:<br>:01 | Course AEC 201 - BBA - SEMESTER II<br>GANDHI AND GANDHIAN'S WAY | L-T-P<br>6-0-0 | Credits<br>6 |
|---|---|---|---|

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

**se Outcomes:**

| | |
|---|---|
| **CO1.** | To help students to realise an all -inclusive, peaceful and harmonious life on Gandhian lines.<br>BL2-Understand |
| **CO2.** | To help students practice Ashrama vows and the life style which is inherent therein.<br>BL3-Apply |
| **CO3.** | Motivate students to involve themselves in social service actives on the lines of the constructive programme offered by Gandhiji<br>BL4-Analyze |
| **CO4.** | To help students to understand Gandhi through the study of texts.<br>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 connecti on between truth and divinity. Eleven Ashrama Vows: A detailed study of the vows Gandhi considered essential for a disciplined and spiritual life.<br>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.<br>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 moder n India.<br>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.<br>Interactive Lectures Case Studies Experiential Learning | **9 Hours** |



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|---|---|---|
| **Module 5** | Health, Hygiene, and Gandhian Experiments<br>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: Explo ration 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.<br>2. Kotler, P., Keller, K. L. (2016). Marketing Management (16th ed.). Pearson.<br>3. Chernev, A. (2020). Strategic Marketing Management. Cerebellum Press. • 1. 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.<br>2. Sheth, J. N., &Shainesh, G. (2017). Customer Relationship Management: Emerging Concepts & Tools. McGraw-Hill.<br>3. Chaffey, D., & Smith, P. R. (2017). Digital Marketing: Strategy, Implementation and Practice. Pearson.<br>Video<br>1.<br>2. | |

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## BBA - SEMESTER II

| e Code:<br>201 | Course VAC 201 - BBA - SEMESTER II<br>E-COMMERCE | L-T-P<br>2-0-0 | Credits<br>2 |
|---|---|---|---|

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

**se Outcomes:**

| | |
|---|---|
| **CO1.** | Understand the fundamentals, history, and types of e-commerce businesses.<br>BL2- Understand |
| **CO2.** | Explain and analyze business models, marketing strategies, and CRM in e-commerce.<br>BL3-Apply |
| **CO3.** | Apply knowledge of operations, security, and payment systems in managing e-commerce platforms.<br>BL4-Analyze |
| **CO4.** | Compare and analyze different e-commerce platforms, website design, and technology integration.<br>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. dfvMediengruppeFachbuch.
• 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.

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## BBA - SEMESTER III

| e Code:<br>301 | Course BBA-301 - BBA - SEMESTER III<br>ORGANIZATIONAL BEHAVIOR | L-T-P<br>6-0-0 | Credits<br>6 |
|---|---|---|---|
| : Objective: Not separately specified in the source BBA syllabus. | | | |
| **se Outcomes:** | | | |
| **CO1.** | Understand and differentiate key concepts of Organizational Behavior (OB), including individual and group behavior, attitudes, and emotions.<br>BL3 &4- Apply &<br>Analyze | | |
| **CO2.** | Analyze personality traits, perception, and motivational theories to explain individual behavior and group dynamics.<br>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. | | |

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## BBA - SEMESTER III

| e Code:<br>302 MM | Course BBA-302 MM - BBA - SEMESTER III<br>CONSUMER BEHAVIOR | L-T-P<br>6-0-0 | Credits<br>6 |
|---|---|---|---|

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

**se Outcomes:**

| | |
|---|---|
| **CO1.** | Recall and outline fundamental concepts and theories of consumer behaviour and their relevance in marketing strategies.<br>BL2 |
| **CO2.** | Explain the psychological, social, and cultural factors influencing consumer decision-making.<br>BL3 |
| **CO3.** | Utilize consumer behaviour theories to design marketing strategies and tactics.<br>BL4 |
| **CO4.** | Analyse consumer behaviour data to derive actionable business insights.<br>BL5 |
| **CO5.** | Critically evaluate consumer behaviour models and frameworks for their application in varied marketing contexts.<br>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.<br>Lecture /Case Study<br>1 | **18 Hours** |
| **Module 2** | Psychological Influences on Consumer Behaviour:<br>Perception, motivation, learning, personality, and attitudes. Lecture /Case Study/PBL<br>2,5,6 | **18 Hours** |
| **Module 3** | Social and Cultural Influences on Consumer Behaviour:<br>Social class, family influences, cultural and cross -cultural factors.<br>Lecture /Case Study/PBL<br>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<br>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. | |

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## BBA - SEMESTER III

| e Code:<br>)02 HR | Course BBA 302 HR - BBA - SEMESTER III<br>TRAINING & DEVELOPMENT | L-T-P<br>6-0-0 | Credits<br>6 |
|---|---|---|---|

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

**se Outcomes:**

| | |
|---|---|
| **CO1.** | Students will be able to Understand the concepts, significance, and framework of Training and Development.<br>BL4-Analyze |
| **CO2.** | Students will be able to Analyze the process of training need assessment (TNA) and design training programs.<br>BL3-Apply |
| **CO3.** | Students will be able to Apply various training methods and learning theories to enhance employee performance.<br>BL5-Evaluate |
| **CO4.** | Students will be able to Evaluate training effectiveness using different assessment techniques and ROI measurement tools.<br>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<br>• Concept, importance, and evolution of Training and Development (T&D)<br>• Difference between training, development, and education<br>• Theories of learning and their implications in training<br>• Aligning training with organizational strategy<br>• AI in training: AI-driven learning platforms and virtual coaching<br>• IKS in training: Ancient Indian pedagogy and Gurukul learning system<br>Case Study:<br>https://www.slideshare.net/slideshow/case-study-training-in-action-at-infosys-manu-melwin-joy/56359022 | **18 Hours** |
| **Module 2** | Training Needs Assessment (TNA) and Training Design<br>• Understanding Training Needs Analysis (TNA)<br>• Organizational, task, and person analysis<br>• Learning objectives and instructional design<br>• Blended learning approaches<br>• Predictive analytics for training needs<br>Case Study<br>https://www.aihr.com/blog/training-needs-analysis/<br>Case study<br>https://factorialhr.com/blog/training-needs-analysis/ | **18 Hours** |
| **Module 3** | Training Methods and Learning Technologies<br>• On-the-job training (OJT), classroom training, e-learning, gamification<br>• Experiential learning methods: Simulations, role-plays, and case studies<br>• Coaching and mentoring<br>Case study<br>https://www.sunbird.org/component/content/article/ar4?catid=8&Itemid=10 | **18 Hours** |
| **Module 4** | Evaluating Training Effectiveness and ROI Measurement<br>• Kirkpatrick's Four-Level Evaluation Model<br>• ROI (Return on Investment) in training<br>• Metrics for measuring training success<br>Case study<br>https://www.researchgate.net/publication/368579588_Relationship_between | **18 Hours** |



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|---|---|---|
| | _Training_Evaluation_and_Perception s_about_XYZ_Corporate_University | |
| **Module 5** | Leadership Development and Future Trends in Training<br>• Succession planning and talent development<br>• Building a continuous learning culture<br>• AI-powered personalized learning and adaptive training<br>Case study<br>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.<br>Noe, R. A. (2021). Employee Training & Development (8th ed.). McGraw-Hill. | |

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## BBA - SEMESTER III

| e Code:<br>302 FM | Course BBA 302 FM - BBA - SEMESTER III<br>INCOME TAX LAW | L-T-P<br>6-0-0 | Credits<br>6 |
|---|---|---|---|

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

**se Outcomes:**

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

**Course Content:**

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|---|---|---|
| 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. | |

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## BBA - SEMESTER III

| e Code:<br>303 | Course BBA-303 - BBA - SEMESTER III<br>BUSINESS STATISTICS WITH MATHEMATICS | L-T-P<br>4-0-0 | Credits<br>4 |
|---|---|---|---|

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

**se 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.<br>BL2-Apply |
| **CO2.** | Students will be able to apply mathematical and statistical techniques such as correlation, regression, and probability to solve business - related problems.<br>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.<br>BL4- Evaluate |
| **CO4.** | Students will be able to evaluate alternative statistical models and forecasting techniques for effective decision -making in business contexts.<br>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<br>• Matrices: Types, addition, multiplication, determinants, and applications in solving linear equations<br>• Introduction to Mathematics of Finance: Simple & compound interest, annuities<br>• Simultaneous Equations | **9 Hours** |
| **Module 2** | Introduction to Statistics & Data Analysis<br>• Meaning, scope, and limitations of statistics in business decision-making<br>• Data collection: Primary and secondary sources, classification, tabulation, frequency distribution<br>• Diagrammatic and graphical presentation of data (bar charts, pie charts, histograms, ogives)<br>• Measures of Central Tendency: Mean, median, mode, geometric mean, harmonic mean<br>• Measures of Dispersion: Range, mean deviation, standard deviation, coefficient of variation<br>Lecture, Case study<br>2 | **9 Hours** |
| **Module 3** | Correlation and Regression<br>• Correlation: Types, Karl Pearson's coefficient, Spearman's rank correlation<br>• Regression analysis: Linear regression, regression equations, applications in business forecasting<br>• Relationship between correlation and regression<br>Lecture, Videos<br>3 | **9 Hours** |
| **Module 4** | Probability and Probability Distributions<br>• Probability: Basic concepts, addition and multiplication theorems, conditional probability<br>• Bayes' theorem and business applications<br>• Probability distributions: Binomial, Poisson, and Normal distributions - properties and applications<br>Lecture, Case study, Videos, PBL<br>4 | **9 Hours** |
| **Module 5** | Index Numbers and Time Series,<br>• Index Numbers: Meaning, types, uses, problems in construction, methods (Laspeyres, Paasche, Fisher's)<br>• Cost of living index and wholesale price index<br>• Time Series Analysis: Components (trend, seasonal, cyclical, irregular), methods of measuring trend (moving average, least squares)<br>Lecture, Case study, Videos<br>5 | **9 Hours** |



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

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## BBA - SEMESTER III

| e Code:<br>)04 | Course BBA 304 - BBA - SEMESTER III<br>PATHWAYS TO ENTREPRENEURSHIP-I | L-T-P<br>1-0-2 | Credits<br>1 |
|---|---|---|---|

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

**se Outcomes:**

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

**Course Content:**

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



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|---|---|---|
| | 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. | |



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## BBA - SEMESTER

| e Code:<br>)01 | Course AEC 301 - BBA - SEMESTER<br>ENVIRONMENTAL STUDIES | L-T-P<br>2-0-0 | Credits<br>2 |
|---|---|---|---|

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

**se Outcomes:**

| | |
|---|---|
| **CO1.** | Explain the structure and functions of ecosystems, biodiversity, and natural resources.<br>BL-4 |
| **CO2.** | Analyze the impact of human activities on the environment and identify sustainable practices.<br>BL-5 |
| **CO3.** | Evaluate environmental policies, laws, and global conventions for ecological conservation.<br>BL-3 |
| **CO4.** | Apply environmental ethics and Indian traditional knowledge (IKS) in sustainable living.<br>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. | |

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## BBA - SEMESTER III

| e Code:<br>01 | Course SEC 301 - BBA - SEMESTER III<br>INTRODUCTION TO JAMOVI | L-T-P<br>1-0-2 | Credits<br>1 |
|---|---|---|---|

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

**se Outcomes:**

| | |
|---|---|
| **CO1.** | Understand the role of statistical software in business decision-making<br>BL 2,3 |
| **CO2.** | Apply descriptive and inferential statistical methods using Jamovi<br>BL 3,4 |
| **CO3.** | Analyze and interpret outputs from various Jamovi modules<br>BL 4,5 |
| **CO4.** | Design, conduct, and report data-based decision-making projects using Jamovi<br>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<br>Hands-on Demo, Seminar, Problem Solving | **9 Hours** |
| **Module 2** | Descriptive Statistics: Mean, Median, Mode, SD, Variance, Histograms, Boxplots<br>Hands-on + Case Study (Sales data, Customer service data) | **9 Hours** |
| **Module 3** | Inferential Statistics: t-tests, ANOVA, chi-square tests<br>Simulation, Role Play (Managerial decision making)<br>CO2, | **9 Hours** |
| **Module 4** | Correlation and Regression: Bivariate & Multiple Regression using Jamovi<br>Case Study (Marketing campaigns, Financial performance)<br>CO3, | **9 Hours** |
| **Module 5** | Data Visualization and Report Automation: Using modules like Flexplot, Syntax mode, Markdown Export<br>Project Work, PBL CO4, | **9 Hours** |
| **Recommended Books** | • Navabi, N. (2021). Learning Statistics with Jamovi. Lulu Press.<br>• Allen, P., & Seaman, J. (2022). Statistics for the Health Sciences using Jamovi. Sage Publications.<br>Articl<br>es<br>• Love, J., Selker, R., & Marsman, M. (2019). Jamovi: An open-source statistical platform for the social sciences. Journal of Open Research Software.<br>Refere<br>nce<br>Books<br>Danielle J. Navarro & David R. Foxcroft. (2022). Statistical Thinking: A Simulation Approach to Modeling Uncertainty using Jamovi. CRC Press - Offers deeper conceptual insights through simulations.<br>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.<br>MOO<br>C<br>Cours<br>es<br>Jamovi: A Powerful R-based Statistical Analyses Tool<br>ERb6_ahvKS5IUEQC&couponCode=MT180825A | |

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## BBA - SEMESTER III

| e Code:<br>301<br>sed By Ankita Sharma,<br>ant Professor (SOM, ITM<br>sity, Gwalior) | Course VAC 301<br>Proposed By Ankita Sharma, Assistant Professor (SOM, ITM University, Gwalior) - BBA - SEMESTER III<br>STOCK MARKET & TECHNICAL ANALYSIS | L-T-P<br>1-0-1 | Credits<br>1 |
|---|---|---|---|

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

**se Outcomes:**

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|---|---|
| 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<br>• Activity: Exploring NSE & BSE websites for listed companies and upcoming IPOs, Use MS Excel to 6<br>investors, traders, brokers, HNIs, FIIs, DIIs, and related.<br>Time value of money, compounding & inflation<br>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,<br>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)<br>Lecture<br>Activity:<br>• Use MS Excel for understanding the impact of inflation on market returns.<br>• Use MS Excel for comparing the returns of different asset classes.<br>• Virtual trading (buy/sell) demo using a mock platform (example: moneybhai) | 6 Hours |
| Module 3 | Corporate Actions and IPOs<br>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)<br>Legal & Regulatory Framework<br>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<br>Lecture<br>Activity:<br>• Evaluate a past IPO prospectus (RHP).<br>• Track the impact of various corporate actions on stocks.<br>• Group Discussion on the effectiveness of investor protection strategies | 6 Hours |
| Module 4 | Basics of Fundamental Analysis<br>A. Understanding Financial Statements<br>• Income Statement (Profit & Loss Statement) | 6 Hours |



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|---|---|---|
| | • Balance Sheet<br>• Cash Flow Statement<br>Lecture<br>Activity:<br>• Read and interpret statements from a real company's annual report (e.g., TCS, Marico)<br>6<br>• Regulation 33 of SEBI (LODR) Regulations<br>B. Financial Ratio Analysis (4 hours)<br>• Liquidity Ratios<br>• Solvency Ratios (Leverage Ratios)<br>• Profitability Ratios<br>• Efficiency Ratios (Activity Ratios)<br>• Market Valuation Ratios<br>• Present an analysis of company's health based on financial statements.<br>• Compare ratios of two companies from the same sector.<br>• Present an analysis of company's health based on financial ratios. | |
| **Module 5** | Technical Analysis (8 hours)<br>A. Foundations of Technical Analysis (2 Hours)<br>• What is Technical Analysis?<br>• Difference between Technical vs Fundamental Analysis<br>• Assumptions of Technical Analysis:<br>o Market Discounts Everything<br>o Prices Move in Trends<br>o History Tends to Repeat Itself<br>• Types of Charts:<br>o Line Chart<br>o Bar Chart<br>o Candlestick Chart - Basics of candles, body, wick, bullish/bearish Live Demo<br>B. Trends, Support & Resistance<br>• Identifying Market Trends:<br>o Uptrend, Downtrend, Sideways<br>o Drawing Trendlines and Channels<br>• Support and Resistance:<br>o Psychological levels and price action<br>o How to draw support/resistance on charts<br>• The Role of Volume - Confirming trends and patterns<br>Lecture<br>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. | |

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## BBA - SEMESTER

| e Code: | Course - BBA - SEMESTER<br>COURSE | L-T-P<br>As per source | Credits<br>As per source |
|---|---|---|---|
| : Objective: Not separately specified in the source BBA syllabus. | | | |
| **se 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<br>The Intelligent Investor (Open Access)<br>YouTube Videos<br>Stock Market for Beginners - CA Rachana<br>Time Value of Money - Finology<br>How to Open Demat/Trading Account - Yadnya<br>IPO Process in India - Pranjal Kamra<br>Balance Sheet, P&L, Cash Flow - CA Rachana | | |

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## BBA - SEMESTER IV

| e Code:<br>401 | Course BBA 401 - BBA - SEMESTER IV<br>MANAGERIAL ECONOMICS | L-T-P<br>As per source | Credits<br>As per source |
|---|---|---|---|
| : Objective: Not separately specified in the source BBA syllabus. | | | |
| **se Outcomes:** | | | |
| CO1. | Course outcomes could not be reliably extracted from the source page. | | |
| | **Course Content:** | | |
| Module 1 | Introduction<br>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<br>Lecture<br>Case Study: Profits in the personal Computer Industry<br>Group Discussion on Paradox of Plenty - Curse or Opportunity? | | 9 Hours |
| Module 2 | Demand Analysis<br>Demand Theory<br>Demand Function, Law of Demand, Calculation Elasticity of Demand (Price, Income & Cross Elasticity), Elasticities in Business Decision Making, Cardinal utility analysis and it's criticism, Ordinal utility analysis- Indifference Curve & its properties<br>Lecture<br>Hands on graphical analysis<br>Case Study: Reaching Consumers in the Vanishing Mass Market | | 9 Hours |
| Module 3 | Supply &Production, Cost and revenue Analysis<br>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)<br>Revenue- Meaning & Types, Total, average and marginal revenue (Estimation and curves)<br>Lecture<br>Hands on graphical analysis<br>Case Study: To reduce costs, Firms often look far Afield | | 9 Hours |
| Module 4 | Market Structure<br>Market Structure: Features and Price & Output Determination under Perfect competition, Monopoly competition and Monopolistic<br>Lecture<br>Hands on graphical analysis<br>Case Study: Competition in the Stock Market | | 9 Hours |
| Module 5 | Market Structure<br>Market Structure: Features and Price & Output Determination undercompetition,<br>Price Discrimination in Monopoly Competition, Water Diamond Paradox<br>Oligopoly Competition (Features and Paul Sweezy kinked demand curve)<br>Lecture<br>Hands on graphical analysis<br>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.<br>• Thomas, C. R., & Maurice, S. C. (2015). Managerial economics: Foundations of business analysis and strategy (12th ed.). McGraw-Hill Education.<br>• Baye, M. R., & Prince, J. T. (2022). Managerial economics and business strategy (10th ed.). McGraw-Hill Education.<br>• Pindyck, R. S., & Rubinfeld, D. L. (2017). Microeconomics (9th ed.). Pearson Education.<br>• Farnham, P. G. (2014). Economics for managers (3rd ed.). Pearson Education.<br>• Gibbons, R. (1992). Game theory for applied economists. Princeton University Press.<br>• Simon, C. P., & Blume, L. (1994). Mathematics for economists. W. W. Norton & Company. | | |

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|---|---|
| | • 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.<br>• Truett, L. J., & Truett, D. B. (2013). Managerial economics: Analysis, problems, cases (9th ed.). Wiley.<br>• Keat, P. G., Young, P. K. Y., & Erfle, S. E. (2013). Managerial economics: Economic tools for today's decision makers (7th ed.). Pearson Education.<br>• Mansfield, E. (1997). Microeconomics: Theory and applications (11th ed.). W. W. Norton & Company.<br>• Varian, H. R. (2014). Intermediate microeconomics: A modern approach (9th ed.). W. W. Norton & Company.<br>• Nicholson, W., & Snyder, C. (2019). Intermediate microeconomics and its application (13th ed.). Cengage Learning.<br>• Tirole, J. (1988). The theory of industrial organization. MIT Press. |

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## BBA - SEMESTER

| e Code:<br>102 | Course BBA 402 - BBA - SEMESTER<br>BUSINESS RESEARCH | L-T-P<br>5-0-1 | Credits<br>5 |
|---|---|---|---|

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

**se Outcomes:**

| | |
|---|---|
| **CO1.** | Recall basic concepts and types of business research.<br>BL-2 |
| **CO2.** | Explain various data collection methods and sampling techniques.<br>BL-3 |
| **CO3.** | Design simple questionnaires and conduct basic surveys.<br>BL-4 |
| **CO4.** | Interpret data using charts, tables, and basic tools like Excel.<br>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<br>Publisher: Pearson Education<br>2. "Business Research Methods" by Dr. P.N. Reddy and H.R. Appannaiah<br>Publisher: Himalaya Publishing House • 1. "Research Methodology: Methods and Techniques" by C.R. Kothari & Gaurav Garg<br>Publisher: New Age International<br>2. "Research Methods for Business: A Skill-Building Approach" by Uma Sekaran &<br>Roger Bougie<br>Publisher: Wiley | |

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## BBA - SEMESTER IV

| e Code:<br>403 MM | Course BBA- 403 MM - BBA - SEMESTER IV<br>ADVERTISING AND BRAND MANAGEMENT | L-T-P<br>4-0-0 | Credits<br>4 |
|---|---|---|---|

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

**se Outcomes:**

| | |
|---|---|
| **CO1.** | Recall key concepts of brand management and the transformation of products into brands.<br>BL2- Understand |
| **CO2.** | Explain the significance of brand identity, equity, and loyalty in consumer perception and business strategy.<br>BL3-Apply |
| **CO3.** | Apply brand positioning principles, coherence, and consistency to create a unique and appealing brand identity.<br>BL4-Analyze |
| **CO4.** | Analyze various brand assets, features, and the impact of brand loyalty and equity on consumer behavior.<br>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. | |

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## BBA - SEMESTER IV

| e Code:<br>402 HR | Course BBA 402 HR - BBA - SEMESTER IV<br>LABOUR LAWS AND INDUSTRIAL RELATIONS | L-T-P<br>4-0-0 | Credits<br>4 |
|---|---|---|---|

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

**se Outcomes:**

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

**Course Content:**

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

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## BBA - SEMESTER IV

| e Code:<br>403 FM | Course BBA 403 FM - BBA - SEMESTER IV<br>FINTECH AND DIGITAL FINANCE | L-T-P<br>4-0-0 | Credits<br>4 |
|---|---|---|---|

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

**se Outcomes:**

| | |
|---|---|
| **CO1.** | Understand the fundamentals of Fintech, digital banking, and evolving financial technologies.<br>BL2,3 |
| **CO2.** | Examine applications of blockchain, cryptocurrencies, and digital payment systems.<br>BL3,4 |
| **CO3.** | Analyze digital lending, robo-advisory, InsurTech, and RegTech solutions.<br>BL 4,5 |
| **CO4.** | Evaluate the impact of Artificial Intelligence, Big Data, and Machine Learning in digital finance.<br>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-<br>Meaning, scope & evolution of Fintech; Drivers of digital finance; Digital transformation in banking; Overview of Fintech ecosystem - Startups, banks, regulators.<br>Lecture, Case Discussion | **12 Hours** |
| **Module 2** | Digital Payments & Blockchain-<br>Payment systems - UPI, wallets, mobile banking, RTGS/NEFT/IMPS; Blockchain fundamentals; Smart contracts; Cryptocurrencies (Bitcoin, Ethereum) - risks & opportunities.<br>Lecture, Simulation, Case Study<br>(Paytm/UPI) | **12 Hours** |
| **Module 3** | Digital Lending & WealthTech - P2P lending platforms; Credit scoring using AI; Digital microfinance; Robo-advisors; Algorithmic trading; WealthTech applications.<br>Lecture, Problem Solving, Case Study<br>(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.<br>Lecture, Role Play, Case Study<br>(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 - CBDCs, Metaverse Finance.<br>Lecture,Experiential Learning, Research Paper, PBL.<br>CO 4,5 12<br>Part- CExperiential Learning (Either fill in details or upload an image file)<br>Module Content<br>Assessment Tools<br>PBL/ Experiments/<br>Field Work/<br>Internship/<br>Industrial Visit/<br>Research Paper<br>Presentation/<br>Seminar/ Case Study/<br>Simulation/<br>Games/Virtual<br>Labs/Role Play<br>Marks Bloom's<br>Level Hours<br>1,2,3,4,5 Case Studies-Analysis of Indian fintechs (Paytm, Razorpay, PolicyBazaar, Zerodha)<br>Case Study 10 BL 2,3,4 9<br>1,2,3,4,5<br>PBL | **9 Hours** |

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



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## BBA - SEMESTER IV

| e Code:<br>104 | Course BBA 404 - BBA - SEMESTER IV<br>MANAGEMENT ACCOUNTING | L-T-P<br>4-0-0 | Credits<br>4 |
|---|---|---|---|

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

**se Outcomes:**

| | |
|---|---|
| **CO1.** | Remember and understand the fundamental concepts, scope, and objectives of management accounting and distinguish it from financial accounting.<br>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.<br>BL-5 |
| **CO3.** | Prepare and evaluate budgets using tools such as flexible budgeting, performance budgeting, and zero -based budgeting for effective planning and control.<br>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.<br>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.<br>2. Horngren, C.T., Sundem, G.L., & Stratton, W.O. (2021). Introduction to Management Accounting. Pearson.<br>3. Sahaf, M. A. (2020). Management Accounting: Principles and Practice (6th ed.). Vikas Publishing House. • 1. Drury, C. (2020). Management and Cost Accounting (11th ed.). Cengage Learning.<br>2. Khan, M. Y., & Jain, P. K. (2018). Financial Management (7th ed.). Tata McGraw Hill Education. | |

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## BBA - SEMESTER IV

| e Code:<br>101 | Course AEC 401 - BBA - SEMESTER IV<br>PROFESSIONAL ETHICS AND CORPORATE SOCIAL RESPONSIBILITY | L-T-P<br>2-0-0 | Credits<br>2 |
|---|---|---|---|

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

**se Outcomes:**

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

**Course Content:**

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

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

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## BBA - SEMESTER IV

| e Code:<br>01 | Course SEC 401 - BBA - SEMESTER IV<br>TALLY | L-T-P<br>3-0-0 | Credits<br>3 |
|---|---|---|---|

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

**se Outcomes:**

| | |
|---|---|
| **CO1.** | Recall and identify the basic features, menus, and navigation in Tally software.<br>BL 2 |
| **CO2.** | Explain the process of creating companies, ledgers, and groups in Tally and interpret their role in maintaining accounts.<br>BL3 |
| **CO3.** | Record day-to-day financial transactions, including journal entries, vouchers, and inventory management using Tally.<br>BL 4 |
| **CO4.** | Analyze financial reports (Trial Balance, P&L, Balance Sheet) generated in Tally to identify errors and inconsistencies in data entry.<br>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 Comarison.Configuration<br>Interactive Lectures,Lab practicals | **6 Hours** |
| **Module 2** | COMPANY CREATIONIN TALLY.ERP9:<br>Title Area, The Main Area, Calculator Area, Button Bar Country Specific Configuration, Create a Company, Load a company, company information, sele 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.<br>Interactive Lectures,Lab practicals | **6 Hours** |
| **Module 3** | INVENTORY MASTERS IN TALLY ERP9:<br>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. VOUCHERENTRY IN TALLY. E R P 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 or der, and create a sales order, invoice entry, printing invoice and vouchers.<br>Interactive Lectures,Lab practicals | **6 Hours** |
| **Module 4** | REPORT GENERATION&<br>INTERPRETATION: Generating financial statements report and analysis CONCEPT OF GST: Conceptual framework of GST and other indirect taxes, e-filling, Tally reference Manual.<br>Interactive Lectures,Lab practicals | **6 Hours** |
| **Module 5** | Data Security & Backup<br>Data Backup and Restore<br>Security Control & User Management<br>Password Protection and Audit Trail<br>Interactive Lectures,Lab practicals | **9 Hours** |

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

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## BBA - SEMESTER IV

| e Code:<br>401 | Course ITR- 401 - BBA - SEMESTER IV<br>PROJECT | L-T-P<br>0-0-2 | Credits<br>0 |
|---|---|---|---|

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

**se Outcomes:**

| | |
|---|---|
| **CO1.** | Understand workplace dynamics, industry expectations, and project requirements.<br>BL2- Understand |
| **CO2.** | Observe and describe organizational practices, culture, and functional processes.<br>BL3-Apply |
| **CO3.** | Apply classroom knowledge in real-life projects, internships, or consultancy assignments.<br>BL4-Analyze |
| **CO4.** | Analyze organizational data, challenges, and practical cases through project work or apprenticeship.<br>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.<br>Workshops, Orientation, Mentorship | **30 Hours** |
| **Module 2** | Organizational Exposure: Observing business functions;<br>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).<br>Project Work, Practical Assignments,<br>Case Studies | **90 Hours** |
| **Module 4** | Project Work & Analysis: Data collection; Analysis of organizational issues; Preparing case studies; Consultancy exercise (CE).<br>Workshops, Mentorship, Applied Research | **120 Hours** |
| **Module 5** | Report, Presentation & Viva: Report writing;<br>Documentation of findings; Final presentation & viva voce.<br>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.<br>Articles<br>• Kolb, D. A. (2015). Experiential learning: Experience as the source of learning and development. FT Press.<br>• McCarthy, P. (2021). Internships and employability: The student experience. Journal of Education and Work, 34(2), 120-137. | |

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## BBA - SEMESTER V

| e Code: 501 | Course BBA 501 - BBA - SEMESTER V<br>BUSINESS POLICY & STRATEGY | L-T-P<br>4-0-2 | Credits<br>4 |
|---|---|---|---|

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

**se Outcomes:**

| | |
|---|---|
| **CO1.** | Recall and recognize fundamental concepts and terminologies related to business policy, strategy, and strategic management.<br>BL 2 |
| **CO2.** | Explain the importance of strategy in business, interpret environmental analysis models, and understand strategic intent at various organizational levels.<br>BL 3 |
| **CO3.** | Use strategic models and frameworks to analyze business scenarios and make basic strategic recommendations.<br>BL 4 |
| **CO4.** | Differentiate between types of strategies and evaluate internal vs. external factors influencing strategic decisions.<br>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<br>• Nature & importance of business policy & strategy<br>• Introduction to the strategic management process and related concepts<br>• Characteristics of corporate, business & functional level strategic management decisions<br>• Vision and mission statements: formulation and importance | **18 Hours** |
| **Module 2** | Environmental Analysis and Diagnosis<br>• External environment analysis: Porter's Five Forces<br>• Internal environment: resources, capabilities, and competitive advantage<br>• Core competencies and organizational capabilities<br>• Value Chain Analysis (Porter)<br>• Porter's Diamond Theory of National Advantage | **18 Hours** |
| **Module 3** | Formulation of Competitive and Corporate Strategies<br>• Porter's Generic Competitive Strategies<br>• Offensive & Defensive Strategic Moves<br>• Corporate Strategy: Growth, Stability, and Renewal<br>• Growth Strategies: Product development, Integration, Diversification, International Expansion<br>• CAGE Distance Framework<br>• Renewal Strategies: Retrenchment, Turnaround<br>• Strategic Fundamentals of Mergers & Acquisitions | **18 Hours** |
| **Module 4** | Strategic Analysis and Choice<br>• Strategic Gap Analysis<br>• Portfolio Tools: BCG Matrix, GE Matrix, Experience Curve, etc.<br>• Life Cycle and Grand Strategy Selection Matrices<br>• Behavioural factors in strategic decision-making | **18 Hours** |
| **Module 5** | Strategy Implementation and Strategic Control<br>• Link between functional and business-level strategies<br>• Organizational Structure, Culture, and Leadership in Strategy Implementation | **18 Hours** |

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|---|---|---|
| | • 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. | |

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## BBA - SEMESTER V

| e Code:<br>502 MM | Course BBA 502 MM - BBA - SEMESTER V<br>INTERNATIONAL MARKETING | L-T-P<br>6-0-0 | Credits<br>6 |
|---|---|---|---|

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

**se Outcomes:**

| | |
|---|---|
| **CO1.** | Discuss the concept of International Marketing while analysing the impact of globalization on India's trade environment<br>BL2- Understand |
| **CO2.** | Demonstrate an understanding of international market research techniques and consumer behaviour and appropriate market entry strategies.<br>BL3-Apply |
| **CO3.** | Apply concepts of international product and brand management, and pricing strategies to manage products effectively across diverse international markets.<br>BL4-Analyze |
| **CO4.** | Evaluate the impact of digital platforms, AI, and social media on global distribution and promotional strategies, considering ethical and cultural sensitivities.<br>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<br>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<br>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<br>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<br>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** |

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|---|---|---|
| **Module 5** | Contemporary Issues in International Marketing<br>Sustainability and Green Marketing in Global Markets, Digital Transformation & AI in<br>International Marketing, Emerging Markets and Their Influence on Global Trade, Risk<br>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. • • Havaldar, K. K., & Cavale, V. M. (2018). Sales and distribution management: Text and cases. McGraw-Hill Education.<br>• Panda, T. K., & Sahadev, S. (2019). Sales and distribution management. Oxford University Press.<br>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.<br>• 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.<br>• Amoa-Gyarteng, K., Dhliwayo, S., & Adekomaya, V. (2024). Innovative marketing and sales promotion: catalysts or inhibitors of SME performance in Ghana. Cogent business & management, 11(1), 2353851.<br>• Kusuma, A. R., Syarief, R., Sukmawati, A., & Ekananta, A. (2024). Factors influencing the digital transformation of sales organizations in Indonesia. Heliyon, 10(5). | |

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## BBA - SEMESTER V

| e Code: 502HR | Course BBA 502HR - BBA - SEMESTER V<br>GROUP DYNAMICS AND TEAM BUILDING | L-T-P<br>6-0-0 | Credits<br>6 |
|---|---|---|---|

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

**se Outcomes:**

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

**Course Content:**

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

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## BBA - SEMESTER V

| e Code:<br>502 FM | Course BBA 502 FM - BBA - SEMESTER V<br>WORKING CAPITAL MANAGEMENT | L-T-P<br>6-0-0 | Credits<br>6 |
|---|---|---|---|

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

**se Outcomes:**

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

**Course Content:**

| | | |
|---|---|---|
| **Module 1** | Introduction to Working Capital<br>Meaning, importance, and scope of working capital management; Objectives and principles; Operating cycle; Determinants of working capital.<br>Lecture, Discussion, Case Study (Small Manufacturing Firm) | **18 Hours** |
| **Module 2** | Estimation of Working Capital Needs<br>Approaches for estimating working capital (operating cycle method, current assets holding period method, ratio of sales method); Factors affecting estimation.<br>Lecture, Problem Solving, Case Study<br>CO 1, | **18 Hours** |
| **Module 3** | Financing of Working Capital<br>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<br>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).<br>Lecture, Problem Solving, Simulation (Cash Budgeting)<br>CO 3, | **18 Hours** |
| **Module 5** | Working Capital Strategies<br>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.<br>2. I. M. Pandey (2020). Financial Management (12th ed.). Vikas Publishing House.<br>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-Hi Education.<br>Brigham & Ehrhardt (2018). Financial Management: Theory and Practice. Cengage Learning. | |

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## BBA - SEMESTER V

| e Code:<br>503 | Course BBA-503 - BBA - SEMESTER V<br>GOODS AND SERVICE TAX (GST) | L-T-P<br>4-0-0 | Credits<br>4 |
|---|---|---|---|

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

**se 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.<br>BL2-Apply |
| **CO2.** | Students will be able to apply GST provisions to determine the time, place, and value of supply in various business transactions.<br>BL3- Analyze |
| **CO3.** | Students will be able to analyze Input Tax Credit (ITC) mechanisms, GST returns, and compliance procedures to ensure accurate reporting.<br>BL4- Evaluate |
| **CO4.** | Students will be able to evaluate tax liabilities, refunds, and penalties under different assessment scenarios to ensure legal compliance.<br>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<br>• Evolution of indirect taxes in India - from Sales Tax, Excise Duty, Service Tax to GST.<br>• Constitutional framework of GST - 101st Constitutional Amendment.<br>• Basic concepts: CGST, SGST, IGST, UTGST, Dual GST Model.<br>• Benefits and challenges of GST in the Indian economy. | **9 Hours** |
| **Module 2** | GST Structure and Administration<br>• Structure of GST Council - composition, powers, and functions.<br>• Classification of goods and services under GST.<br>• GST registration - persons liable, exemption limits, and procedure.<br>• Concept of Supply under GST - scope, composite and mixed supply, place of supply, time of supply.<br>Lecture, Case study<br>2 | **9 Hours** |
| **Module 3** | Input Tax Credit and Returns<br>• Concept and working mechanism of Input Tax Credit (ITC).<br>• Apportionment of credit and blocked credits.<br>• Tax invoices, debit notes, credit notes.<br>• Returns under GST - GSTR-1, GSTR-3B, annual returns, due dates, and compliance.<br>Lecture, Videos<br>3 | **9 Hours** |
| **Module 4** | Assessment, Payment, and Refunds<br>• Tax payment procedures under GST.<br>• Assessment: self-assessment, provisional assessment, scrutiny of returns, summary assessment.<br>• Refund of taxes - procedure, unjust enrichment, and refund of ITC.<br>• Interest, penalties, and prosecution under GST.<br>Lecture, Case study, Videos, PBL<br>4 | **9 Hours** |
| **Module 5** | GST in Practice<br>• E-way bill system - meaning, procedure, and compliance.<br>• GST Audit - objectives, types, and procedure.<br>• GST implications on e-commerce operators.<br>• Recent amendments, practical case laws, and GST in international trade.<br>Lecture, Case study, Videos<br>5 | **9 Hours** |

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| | |
|---|---|
| **Recommended Books** | 1. V. Balachandran, Indirect Taxes: GST and Other Indirect Taxes, Sultan Chand & Sons<br>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<br>Articles "The Transformative Tide: Assessing the Impact of GST on Small Business in India" (Research Gate, May 2025): |

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## BBA - SEMESTER V

| e Code:<br>504 | Course BBA 504 - BBA - SEMESTER V<br>INTERNATIONAL BUSINESS | L-T-P<br>3-0-0 | Credits<br>3 |
|---|---|---|---|

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

**se Outcomes:**

| | |
|---|---|
| **CO1.** | Explain the nature, scope, and importance of international business.<br>L4 - Analyze, L5 - Evaluate |
| **CO2.** | Analyze various theories and frameworks of international trade.<br>L2 - Understand,<br>L3 - Apply |
| **CO3.** | Evaluate international business environment and its impact on decision-making.<br>L2 - Understand |
| **CO4.** | Understand foreign exchange market, trade barriers, and role of international institutions.<br>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<br>• Nature, scope, and importance of international business<br>• Domestic vs. international business<br>• Globalization and its drivers<br>• Benefits and challenges of international business<br>Lectures, Case Studies | **9 Hours** |
| **Module 2** | Theories of International Trade<br>• Classical theories: Mercantilism, Absolute Advantage, Comparative Advantage<br>• Modern theories: Heckscher-Ohlin, Product Life Cycle Theory, Porter's Diamond Model<br>• Recent perspectives: Gravity Model, Krugman's New Trade Theory<br>Role Plays | **9 Hours** |
| **Module 3** | International Business Environment<br>• Political, economic, legal, socio -cultural, and technological environments<br>• Emerging markets and regional trade blocs (EU, NAFTA, ASEAN, BRICS, SAARC)<br>• Global institutions: IMF, World Bank, UNCTAD, WTO<br>Research Paper Discussion | **9 Hours** |
| **Module 4** | Foreign Exchange & Trade Policy<br>• Foreign exchange market and exchange rate determination<br>• Tariff and non-tariff barriers<br>• Trade policies of India<br>• WTO principles and dispute settlement<br>Simulation | **9 Hours** |
| **Module 5** | Global Business Strategies & Emerging Trends<br>• Entry strategies for international markets (exporting, licensing, FDI, joint ventures)<br>• Multinational corporations (MNCs) and transnational corporations (TNCs)<br>• Balance of Payments and corrective measures<br>• Issues in global trade: protectionism, sustainability, digital trade, COVID-19 disruptions<br>PBL | **9 Hours** |
| **Recommended Books** | Paul, J. (2018). International Business. McGraw Hill. | |



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## BBA - SEMESTER V

| e Code:<br>501 | Course AEC 501 - BBA - SEMESTER V<br>PATHWAYS TO ENTREPRENEURSHIP-II | L-T-P<br>1-0-1 | Credits<br>1 |
|---|---|---|---|

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

**se 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<br>1. Minimum Viable Prototype (MVP) - smallest functional version of the product/service that can be shown to early adopters.<br>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<br>1. Compliance & Certification Check - Mapping basic regulatory, safety, or industry-specific approvals needed before launch.<br>2. Financial Roadmap - Preparing a simple cost structure, pricing model, and early-stage cash flow projection to test economic feasibility.<br>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.<br>1. Customer Discovery Interviews - structured conversations with potential users to test assumptions and uncover hidden pain points.<br>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.<br>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.<br>• Peer Review Panels - undestanding critical questioning that exposes blind spots.<br>• 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<br>1. Minimum Viable Prototype (MVP) - need for smallest functional version of the product/service that can be shown to early adopters.<br>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. | |

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## BBA - SEMESTER V

| e Code:<br>501 | Course VAC 501 - BBA - SEMESTER V<br>DIGITAL MARKETING AND ANALYTICS | L-T-P<br>2-0-0 | Credits<br>2 |
|---|---|---|---|

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

**se Outcomes:**

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

**Course Content:**

| | | |
|---|---|---|
| **Module 1** | Introduction to Digital Marketing<br>• Definition and significance of digital marketing<br>• Tools and technologies for digital promotion: email, social media, and other platforms<br>• Basics of customer segmentation and clustering | **6 Hours** |
| **Module 2** | Marketing Metrics and Campaign Design<br>• Developing market segments based on customer needs and interests<br>• Marketing data collection methods to improve campaign success<br>• Key performance indicators (KPIs) for campaign success | **6 Hours** |
| **Module 3** | Strategic Digital Marketing and the Four Ps<br>• History and evolution of digital marketing<br>• Advantages and disadvantages of digital marketing<br>• Pricing models for advertisements: Pay Per Click (PPC) | **6 Hours** |
| **Module 4** | Socially Responsible Marketing (SRM) and Sustainability<br>• Characteristics of SRM and sustainable marketing practices<br>• Consumer actions promoting sustainability in marketing<br>• Brand reputation and its impact on sales performance | **6 Hours** |
| **Module 5** | CRM and Digital Databases<br>• Basics of Customer Relationship Management (CRM)<br>• Benefits and challenges of CRM systems<br>• 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: Technol for Humanity. Wiley. | |

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## BBA - SEMESTER V

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

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

**se 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. • • 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. | |

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## BBA - SEMESTER VI

| e Code: 601 | Course BBA 601 - BBA - SEMESTER VI<br>PRODUCTION AND OPERATION MANAGEMENT | L-T-P<br>6-0-0 | Credits<br>6 |
|---|---|---|---|

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

**se 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).<br>BL2- Understand |
| **CO2.** | Student will be able to explain the principles of demand forecasting and its role in production planning.<br>BL3-Apply |
| **CO3.** | Student will be able to apply forecasting techniques to analyze and predict future demand for products or services.<br>BL4-Analyze |
| **CO4.** | Student will be able to analyze the efficiency and effectiveness of production operations, identifying areas for improvement.<br>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.<br>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.<br>Scheduling: Operation schedulin g, goals of short-term scheduling, job sequencing (FCFS, SPT, EDD, LPT, and CR) & Johnson 's rule on two machines, Gantt charts.<br>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<br>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.<br>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 :<br>Lecture, Experiential Learning, PBL 18<br>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-Hil Publishing Company Limited, Eleventh Edition | |

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## BBA - SEMESTER VI

| e Code:<br>602 MM | Course BBA- 602 MM - BBA - SEMESTER VI<br>CUSTOMER RELATIONSHIP MANAGEMENT | L-T-P<br>6-0-0 | Credits<br>6 |
|---|---|---|---|

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

**se Outcomes:**

| | |
|---|---|
| **CO1.** | Remember the key concepts, terminologies, and evolution of CRM within various business contexts<br>BL2- Understand |
| **CO2.** | Understand the principles of customer relationship lifecycle and its strategic implications in business operations.<br>BL3-Apply |
| **CO3.** | Apply analytical tools and technologies, including AI, to assess customer data and derive actionable insights for CRM strategies.<br>BL4-Analyze |
| **CO4.** | Analyze customer behavior and segmentation techniques to design personalized CRM solutions.<br>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<br>Lecture, Case study<br>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<br>Lecture, Case study<br>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)<br>Lecture, Case study<br>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<br>Lecture, Case study<br>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<br>Lecture, Case study 3,4,5 | **18 Hours** |
| **Recommended Books** | 1. Buttle, F., & Maklan, S. (2019). Customer relationship management: concepts and technologies. Routledge.<br>2. Greenberg, P. (2001). CRM at the speed of light: Capturing and keeping customers in Internet real time. McGraw-Hill Professional. | |

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## BBA - SEMESTER VI

| e Code:<br>502 HR | Course BBA 602 HR - BBA - SEMESTER VI<br>ORGANIZATIONAL CHANGE AND DEVELOPMENT | L-T-P<br>6-0-0 | Credits<br>6 |
|---|---|---|---|

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

**se Outcomes:**

| | |
|---|---|
| **CO1.** | Describe External And Internal Forces For Change And Classify The Types Of Organizational Change.<br>BL2- Analyze |
| **CO2.** | Students Will Be Able To Identify Reasons For Resistance To Change And Examine Methods For Managing It Effectively.<br>BL3- Evaluate |
| **CO3.** | Students Will Be Able To Assess Diagnostic Tools Like Surveys, Interviews, And Observations To Design Planned Change Initiatives..<br>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,<br>• Case study - Netflix Organizational Change & Structure Case Study 2022<br>• https://wp.kennisbanksocialeinnovatie.nl/wp-content/uploads/2022/09/Netflixorganizationalchange.pdf?utm_source=chatgpt.com | **18 Hours** |
| **Module 2** | Resistance to change:<br>Nature, Types and Benefits of resistance, Reasons for resistance, O vercoming resistance, Mo dels for change and Role of change agent, Types of Change Agents, Characteristics of Successful Change Agents, managing resistance to change<br>Article :How to deal with Resistance to Change<br>https://hbr.org/1969/01/how-to-deal-with-resistance-to-change<br>Activity | **18 Hours** |
| **Module 3** | Planned Change: Introduction, Objectives, Diagnostic Models and Tools Methods of Data Collection: Surveys, Interviews, and Observations<br>• Case study<br>• Activity | **18 Hours** |
| **Module 4** | Organizational Development: The Evolution of Organisational Development, Process of Organizational development, OD Interventions<br>Individual Based : Coaching, Counselling, T - groups, behavioural modelling, leading, morale boosting, mentoring, Motivation Group Based : Conflict management, group facilitation, work Team & Team Building<br>• Project: Designing of development on OD Interventention (mentoring, T- Group, peace-making interventions) | **18 Hours** |
| **Module 5** | Specific OD/Change Interventions<br>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** |

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

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## BBA - SEMESTER

| e Code:<br>502 FM | Course BBA 602 FM - BBA - SEMESTER<br>SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT | L-T-P<br>6-0-0 | Credits<br>6 |
|---|---|---|---|

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

**se Outcomes:**

| | |
|---|---|
| **CO1.** | have understanding on investment and avenues of investment<br>BL4-Analyze |
| **CO2.** | have exposure on analysis techniques of capital market<br>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 Asse ts, Real Estate, Art, antiques and others.<br>Lecture<br>Case Study<br>Group discussion<br>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<br>Lecture<br>Case Study<br>Group discussion<br>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<br>Lecture<br>Case Study<br>Group discussion<br>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.<br>Lecture<br>Case Study<br>Group discussion<br>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.<br>Lecture<br>Case Study<br>Group discussion<br>1,2,3 | **18 Hours** |
| **Recommended Books** | 1. Bodie, Z., Kane, A., & Marcus, A. J. (2020). Investments (12th ed.). McGraw-Hill Education.<br>2. Chandra, P. (2021). Investment Analysis and Portfolio Management (5th ed.). McGraw-Hill Education.<br>3. Sharpe, W. F., Alexander, G. J., & Bailey, J. V. (1998). Investments (6th ed.). Prentice Hall. • 1. Reilly, F. K., & Brown, K. C. (2019). Investment Analysis and Portfolio Management | |



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

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## BBA - SEMESTER VI

| e Code:<br>503 | Course BBA 603 - BBA - SEMESTER VI<br>BUSINESS LAW | L-T-P<br>4-0-0 | Credits<br>4 |
|---|---|---|---|
| : Objective: Not separately specified in the source BBA syllabus. | | | |
| **se Outcomes:** | | | |
| CO4. | (indemnity,<br>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. | | |

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## BBA - SEMESTER VI

| e Code:<br>501 | Course AEC 601 - BBA - SEMESTER VI<br>EMOTIONAL INTELLIGENCE | L-T-P<br>1-0-1 | Credits<br>1 |
|---|---|---|---|

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

**se Outcomes:**

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

**Course Content:**

| | | |
|---|---|---|
| **Module 1** | Introduction to Emotional Intelligence:<br>Definitions, Historical Development, Models by Goleman, Salovey & Mayer<br>Lecture, Case Discussion | **6 Hours** |
| **Module 2** | Self-Awareness and Self-Regulation:<br>Understanding Emotions, Emotional Triggers, Emotional Hijacking<br>Reflective Activities, Journaling,<br>Peer Sharing | **6 Hours** |
| **Module 3** | Empathy and Social Awareness:<br>Understanding Others' Emotions, Non-verbal Communication, Perspective-taking<br>Role Play, Case Studies | **6 Hours** |
| **Module 4** | Managing Relationships and Conflict:<br>Building Rapport, Listening, Giving Feedback, Conflict Resolution<br>Simulation, Group Exercises | **6 Hours** |
| **Module 5** | Emotional Intelligence at Work: Leadership Styles, Teamwork, Workplace Stress, EI in Decision-Making<br>Real-Life Scenarios,<br>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. | |

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ITM University Gwalior

## BBA - SEMESTER VI

| e Code:<br>501 | Course VAC 601 - BBA - SEMESTER VI<br>DATA ANALYSIS USING EXCEL | L-T-P<br>0-0-2 | Credits<br>0 |
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: Objective: Not separately specified in the source BBA syllabus.

**ie Outcomes:**

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

**Course Content:**

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| **Module 1** | Introduction to Excel Interface: Workbook structure, formula basics, relative & absolute referencing<br>Hands-on, Lecture Demo | **12 Hours** |
| **Module 2** | Data Cleaning & Preparation: Filtering, sorting, text-to-columns, find & replace, removing duplicates<br>Real Dataset Practice, Role Play | **12 Hours** |
| **Module 3** | Descriptive Statistics & Graphs: Frequency tables, pivot tables, bar/line/pie charts, histograms, trendlines<br>Excel Modeling, Case Study | **12 Hours** |
| **Module 4** | Inferential Analysis: Correlation, Regression, t-tests, ANOVA using Data Analysis Toolpak<br>Simulation, Mini Projects CO3, | **12 Hours** |
| **Module 5** | Dashboarding & Decision Modeling: IF, VLOOKUP, Conditional Formatting, Solver, Scenario Manager<br>PBL, Team Activity CO4, | **12 Hours** |
| **Recommended Books** | • Winston, W. (2021). Microsoft Excel Data Analysis and Business Modeling. Microsoft Press.<br>• 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. | |

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