PROGRAM CURRICULUM

of

Bachelor of Business Administration

(BBA)

(Specialization/s – Major and Minor)

(Program Code: SBS-UG-001)

[Applicable w.e.f. Academic Year 2025-26]

JIGYASA UNIVERSITY

Formerly Himgiri Zee University, Dehradun

(Estd. Under Uttaranchal State Act. No. 17, 2003. Approved by UGC Under Sec. 2(f))

Post Office Selaqui, Chakrata Road, Dehradun, Uttarakhand, 248011

Vision of University

We provide the environment to ignite, nurture, and unleash your potential and talent

Mission Statement

1. Progressive educational proficiencies that stimulate holistic development.
2. Enhancing experiential learning through endorsing an inclusive mindset.
3. Advancing research, nurturing innovations, and catalyzing entrepreneurship.
4. Cultivation of leadership qualities with a strong sense of values and ethics.

Vision of the School of Business Studies (SBS)

"Empowering Future Leaders"

Our School of Business Management envisions a dynamic learning environment that fosters innovation, ethical leadership, and global perspectives. We are committed to cultivating a community of forward-thinking professionals who excel in critical thinking, collaboration, and adaptability. Through cutting-edge education, industry engagement, and a relentless pursuit of excellence, we aspire to shape individuals who not only thrive in the ever-evolving business landscape but also contribute positively to society, driving economic growth and sustainable success.

Mission Statements of the School of Business Studies (SBS)

M1. Fostering Excellence: To provide a world-class education that equips students with the knowledge, skills, and mindset needed to excel in the dynamic field of business management.

M2. Cultivating Innovation: To empower students to embrace change, leverage emerging technologies, and contribute meaningfully to the business world by providing a vibrant and industry-collaborative learning environment.

M3. Building a Community of Leaders: To build a diverse and inclusive community of future leaders who are not only well-versed in business management but also committed to making a positive impact on society.

About the Program

A. Introduction:

The *National Education Policy (NEP) 2020* aims to meet the growing developmental needs of India by overhauling the entire education system, including its structure, regulation, and governance. The Policy introduces a new framework aligned with the goals of 21st-century learning and the Sustainable Development Goal 4 (SDG-4) – *Quality Education*, while also drawing inspiration from India's rich traditions and value systems.

At the undergraduate level, NEP 2020 proposes major reforms such as a flexible, credit-based system that allows students to choose subjects across disciplines and complete their degrees at their own pace. It encourages multidisciplinary and holistic education by integrating Commerce, Management, Law, Humanities, and Sciences, along with digital literacy and emerging technologies. Students from Humanities will be encouraged to study science-related courses and vice versa, along with vocational and ability enhancement training. The curriculum is designed to be adaptable, with creative subject combinations and a strong emphasis on lifelong learning. This structure eliminates rigid disciplinary boundaries and encourages dynamic learning opportunities.

The Bachelor of Business Administration (BBA) program at the School of Business Studies, Jigyasa University, is developed in alignment with NEP 2020. It offers a comprehensive three and four-year undergraduate degree with flexible options for specialization, keeping CBCS alive. The curriculum is designed to provide deep academic knowledge and practical understanding relevant to the needs of industry and business enterprises.

In summary, the BBA program curriculum at the School of Business Studies, Jigyasa University, is adapted from the guidelines of NEP 2020 (UGC recommendations). It aims to equip students with versatile skills, a multidisciplinary outlook, and the competencies required for a successful career and lifelong learning. This transformation presents a pivotal opportunity to establish a more dynamic, inclusive, and future-oriented education system, one that equips students with the knowledge, skills, and adaptability required to navigate and succeed in the complex challenges of the 21st century.

B. Credit Framework of 3/ 4 Year Bachelor's Degree in Business Management

Semesters (2 Semesters = 1Year)		Core Courses		Discipline Specific Elective Courses		Multidisciplinary Courses	Ability Enhancement Courses	Skill Enhancement Courses	Value Added Courses	Capstone Project & Research Project	Total Credits	No. of Courses/ Year
		Major Core Courses (MCC) (4c)	Major Discipline Course (MDC) (4c)	DSE (Major) (3c)	DSE (Minor) (3c)	MLC (3c)	AEC (2c)	SEC (2c)	VAC (2c)	CAP (4c) & REP (12c)		Total Credits/ Year
I	No. of Courses	3	1					1	1		6	12
	Course Credits	**12**	**4**					**2**	**2**		**20**	
II	No. of Courses	1	4				1				6	**43**
	Course Credits	**4**	**16**				**2**				**22**	
III	No. of Courses	2		1	1	1	1	1	1		8	15
	Course Credits	**8**		**3**	**3**	**3**	**2**	**2**	**2**		**23**	
IV	No. of Courses	2		1	1		1	1	1		7	**43**
	Course Credits	**8**		**3**	**3**		**2**	**2**	**2**		**20**	
V	No. of Courses	1		1	1	1	2	1	1		8	14
	Course Credits	**4**		**3**	**3**	**3**	**4**	**2**	**2**		**21**	
VI	No. of Courses	1		2		1				2	6	**42**
	Course Credits	**4**		**6**		**3**				**8**	**21**	
No. of Courses		10	5	5	3	3	5	4	4	2	41	41
Course Credits		**40**	**20**	**15**	**9**	**9**	**10**	**8**	**8**	**8**	**127**	**127**

Students, upon exit, shall be awarded the degree of Bachelor of Business Administration (BBA) with a Major and Minor in the chosen field(s) of study, upon successful completion of 127 credits.

3-Year Program Total Credits	CC = MCC+MDC: 4*10=40 + 4*5=20 = **60**	DSE: 3*8=**24**	MLC: 3*3=**9**	AEC: 2*5=**10**	SEC: 2*4=**8**	VAC: 2*4=**8**	CAP: 4*2=**8**	**127**

VII	No. of Courses	2	1	2				1			**6**	11
	Course Credits	**8**	**4**	**6**				**2**			**21**	
VIII	No. of Courses	1	1	1						**2**	**5**	**44**
	Course Credits	**4**	**4**	**3**						**12**	**23**	
No. of Courses		13	7	8	3	3	5	5	4	4	52	52
Course Credits		**52**	**28**	**24**	**9**	**9**	**10**	**12**	**8**	**20**	**180**	**180**

Students shall be awarded the degree of Bachelor of Business Administration (BBA) with Honours/ Honours in Research in the chosen field(s) of study, upon successful completion of 180 credits.

4-Year Hons./ Hons. with Research Program Total Credits	CC = MCC+MDC: 4*13=52 + 4*7=28 = **80**	DSE: 3*11=**33**	MLC: 3*3=**9**	AEC: 2*4=8	SEC: 2*5=**10**	VAC: 2*4=**8**	CAP+REP: 4*2=**8 +** 12*1=**20**	**180**

***Note**: The **4-Year Honours/Honours with Research Program** is available only to students who have secured **75% or above aggregate marks** in the preceding semesters and maintain this academic standard during the third year as well. The above structure represents the **Honours with Research** pathway. For students opting for the **Honours (Non-Research)** program, the **Research Project (REP)** component (12 credits) may be replaced with a combination of **two Discipline Specific Electives (DSE – Major)** and **two DSE (Minor)/ two MLC** courses, thereby compensating for the required 12 credits.*

C. National Higher Education Qualifications Framework (NHEQF) levels:

NHEQF Level	NHEQF Level	NHEQF Level	NHEQF Level	NHEQF Level
Level 5	**Undergraduate Certificate**	Completion of 1st year of UG program	**~40 credits**	Foundational knowledge and skills; eligible for vertical mobility
Level 6	**Undergraduate Diploma**	Completion of 2 years of UG program	**~80 credits**	Broader subject understanding; vocational and academic skills
Level 7	**Bachelor's Degree** *(3 years)*	10+2 (Senior Secondary)	**~120 credits**	Core disciplinary knowledge and cognitive skills
Level 7.5	**Bachelor's Degree with Honours** *(4 years)*	Based on strong academic performance	**~160 credits**	Advanced disciplinary depth; research exposure (Capstone)
Level 8	**Bachelor's Degree with Research** *(4 years)*	75%+ in previous semesters; research orientation	**~160 credits + Research Project**	Research, innovation, and preparedness for PG or direct PhD

D. Academic Bank of Credits (ABC):

In alignment with the National Education Policy (NEP) 2020, the Academic Bank of Credits (ABC) facilitates a flexible curriculum framework and promotes interdisciplinary/multidisciplinary academic mobility among students across various Higher Educational Institutions (HEIs) through an appropriate credit transfer system. Accordingly, the School of Business Studies, under Jigyasa University, Dehradun, has developed a comprehensive four-year undergraduate program.

As a prerequisite, students/learners are required to register on the Academic Bank of Credits (ABC) portal. The credits earned during the study will be digitally stored in the ABC account. Learners must complete their program as per the guidelines of the UGC's ABC policy. Please note that the validity of earned credits is limited to seven years (or as per the latest advisory from the competent authority). Additionally, each credit earned may only be used once and cannot be reused for multiple programs or purposes.

E. Curriculum Framework:

The BBA curriculum framework emphasized the implementation of the National Education Policy 2020 (NEP-2020). The courses are broadly classified as follows: Major Core Courses (MCC), Major Discipline Courses (MDC), Discipline Specific Elective Courses - Major & Minor (DSE), Multidisciplinary Courses (MDC), Skill Enhancement Courses (SEC), Ability Enhancement Courses (AEC), Value-Added Courses (VAC), Capstone Projects (CAP), and Research Projects (REP)

I. Major Core Courses (MCC):

Major Courses (MCC) encompass a comprehensive range of subjects designed to provide students with a strong foundation in core business and management disciplines. These courses are structured to enhance students' analytical thinking, decision-making capabilities, effective communication, and leadership potential. The curriculum integrates key areas such as organizational behavior, marketing, economics, accounting, operations, and international business to develop well-rounded management professionals.

The MCC includes courses such as Dynamics of Management & Human Behavior, Financial Accounting, Managerial Economics, and Business Statistics, which offer insights into organizational functions, financial performance analysis, economic theory application, and data interpretation for decision-making. Courses like Dynamics of Marketing and Strategic Management emphasize product development, market positioning, promotional strategies, and long-term business planning.

Furthermore, Innovation and Entrepreneurship Development and Project Management for Managers equip learners with essential entrepreneurial and project execution skills, while Legal and Ethical Dimensions of Business instills ethical reasoning and compliance awareness. Advanced courses like International Business Management, Production & Operation Management, and Research Methodology prepare students for global challenges, operational excellence, and academic or industry-led research.

II. Major Discipline Courses (MDC)

The National Education Policy (NEP) 2020 emphasizes a multidisciplinary, holistic approach to higher education. The listed Major Discipline Courses (MDCs) reflect this vision by integrating diverse yet career-relevant fields that empower students with practical skills, analytical thinking, and industry-readiness.

Courses such as Human Resource Management, Consumer Behaviour, and Financial Management provide core managerial insights essential for understanding people, markets, and financial systems in organizations. These courses develop leadership, decision-making, and strategic skills aligned with business realities.

The Principal of Airline Airport Management introduces learners to the dynamic aviation industry, encouraging niche specialization, while Introduction to Logistics & Supply Chain Management equips students with essential operational and logistical expertise crucial in global trade and e-commerce.

Technological and digital fluency is cultivated through Foundations of Business Analytics, Introduction to Financial Technology, and Management Information Systems, enabling students to leverage data, fintech tools, and information systems in business environments. These subjects align with NEP's digital and innovation-driven goals.

Management Accounting supports financial planning, cost analysis, and internal decision-making skills necessary for effective business management.

Collectively, these MDCs promote flexibility, employability, and interdisciplinary knowledge. They allow learners to tailor their educational path, combine theoretical learning with practical exposure, and meet the evolving demands of a global economy. These courses reflect NEP 2020's commitment to outcome-based education, creativity, critical thinking, and preparing students for diverse 21st-century careers.

III. Discipline Specific Elective Courses - Major &Minor (DSE)

In line with the National Education Policy (NEP) 2020, the BBA program offers deep specialization options that empower students to align their academic journey with industry demands and personal career goals. These specializations include Human Resource Management, Finance Management, Marketing Management, Financial Technology, Business Analytics, Aviation, and Logistics & Supply Chain Management. Each specialization is designed to provide in-depth knowledge and practical exposure in the respective domain, enabling students to develop domain-specific competencies and job-ready skills. The NEP emphasizes flexibility, multidisciplinary learning, and skill enhancement, and these specialization tracks ensure that students gain both theoretical understanding and applied proficiency. By choosing a focused area, students can tailor their learning pathway to match the evolving needs of the global business environment. These specialization modules are integrated into the later semesters of the BBA program, ensuring a strong foundation in core business principles before advancing into expert-level study.

IV. Multidisciplinary Courses (MDC)

Multidisciplinary courses in the BBA program are designed to integrate knowledge from various academic disciplines, offering students a well-rounded understanding of the business environment. These courses extend beyond traditional management subjects to explore how different fields contribute to effective decision-making and business practices. By incorporating diverse perspectives, these courses enrich the learning experience and equip students to handle the complexities of today's dynamic business landscape. The curriculum promotes adaptability, innovation, and social responsibility as key qualities for future leaders. To support this holistic approach, students can choose from four groups of disciplines beyond core management subjects: **Humanities, Education, and Social Sciences (HES), Civic and Legal Foundations (CLF), Natural and Physical Sciences (NPS), Computing and Digital Applications (CDA), and Media and Communication Studies (MCS).** Each student is required to select one group consisting of three courses (each carrying 3 credits).

V. Skill Enhancement Courses (SEC)

Skill Enhancement Courses (SECs) in the BBA program play a vital role in equipping students with practical and industry-relevant competencies that go beyond the core business curriculum. These courses are carefully designed to develop both technical and analytical abilities, enabling students to navigate today's technology-driven and digital business environment. By focusing on real-world applications, SECs empower students with tools that are expected to build hands-on, job-oriented, and transferable skills. The curriculum includes five impactful courses:

Business Computing with Word and Excel **-** introduces students to essential business computing skills using MS Word and Excel for documentation, data management, and analytical tasks in professional environments; ***Digital & Social Media Marketing*** **-** which explores modern online branding and engagement strategies; ***Software Application in Business Accounting*** **-** aimed at building expertise in digital accounting tools; ***Presentation Design and Delivery*** **-** This course equips students with the skills to create, structure, and deliver impactful presentations using digital tools for academic and professional settings; and ***Professional Digital Branding*** **-** which prepares students to manage personal and organizational digital identities effectively.

Each course integrates hands-on practice with theoretical knowledge to prepare students for dynamic roles in the corporate sector. These skill-based offerings significantly contribute to making graduates more adaptable, digitally fluent, and professionally ready for employability and to excel in various industries, particularly in roles where digital literacy and analytical thinking are critical.

VI. Ability Enhancement Courses (AEC)

Ability Enhancement Courses (AECs) in a BBA program serve as vital tools for refining the communication, leadership, and analytical skills of future business professionals. These courses go beyond traditional academics, focusing on the development of essential life skills that enhance employability and workplace readiness. The curriculum includes four specially curated courses:

Business Communication and Professional Writing: Focus: Business emails, reports, proposals, meeting notes, and workplace correspondence. Equips students with effective written and oral communication skills essential for business settings, including reports, emails, and formal documents.

Verbal Ability and Logical Reasoning: Focus: Vocabulary, comprehension, sentence correction, verbal reasoning, logical patterns, and critical thinking. Builds proficiency in language comprehension, grammar, and logical thinking for managerial decision-making and competitive exams.

Creative and Digital Writing: Focus: Business reports, blogs, social media writing, creative business storytelling, and professional document design. Develops students' ability to create compelling content for digital platforms, marketing, and managerial communication.

Quantitative Aptitude and Analytical Skills: Focus: Arithmetic, data interpretation, problem-solving, numerical aptitude, and analytical decision-making relevant for corporate settings and competitive exams. Strengthens students' mathematical and analytical reasoning capabilities for solving real-world business problems. ***Debate, Discourse, and Critical Thinking:***

Focus: Fosters confident public speaking, structured argumentation, and critical thinking to shape persuasive and visionary business leaders.

VII. Value-Added Courses (VAC)

Value Added Courses (VACs) in the BBA program are designed to advance the objectives of SDG 4 – Quality Education, by equipping students with competencies that promote sustainability, ethical values, and personal well-being alongside their core business education. These courses support the development of socially responsible graduates who are prepared to contribute meaningfully to a rapidly changing world.

The VACs ensure that students gain awareness of sustainability issues, digital responsibility, mental wellness, and ethical leadership, thereby fostering holistic development. The curriculum includes five 2-credit courses, each aligned with contemporary societal needs:

Environmental Science fosters ecological consciousness and responsible environmental stewardship;

Indian Management Philosophy introduces ethical frameworks and culturally rooted leadership practices; ***Artificial Intelligence for Beginners*** provides a foundational understanding of AI and its responsible use in business; ***Cyber Security Awareness*** emphasizes digital safety, online ethics, and prevention of cyber threats; and ***Yoga Education for Wellbeing*** encourages physical and mental balance to enhance resilience and productivity.

Together, these courses contribute to a sustainable, inclusive, and future-ready education, reinforcing the university's commitment to global developmental goals and holistic student growth.

VIII. Capstone Project (CAP):

In alignment with the National Education Policy (NEP) 2020, the Capstone Project (CAP) in the BBA program embodies the principle of experiential learning, aimed at bridging theoretical knowledge with real-world application. Students engage in practical, multidisciplinary projects such as ***Summer Training, Community Engagement & Outreach, Market Survey, Field Study, Entrepreneurship****, and* ***Live Project****.*

These components are designed to enhance students' analytical thinking, decision-making, and problem-solving abilities, while also deepening their understanding of industry practices, market dynamics, consumer behavior, and operational processes**.** The Community Engagement & Outreach initiative additionally instills a sense of empathy, civic responsibility, and social awareness by involving students in meaningful community-based projects.

The Capstone Project is to be undertaken during the summer vacation following Semester V, and its assessment and evaluation will take place in Semester VI, as per the academic guidelines of the respective School or Department.

IX. Research Project (REP):

In alignment with the National Education Policy (NEP) 2020, which emphasizes the integration of research and innovation into undergraduate education, the Research Project (REP) is introduced in the 8th semester of the BBA (Hons. with Research) program. This initiative is designed to cultivate a strong research orientation and inquiry-based learning among students, equipping them with analytical thinking, problem-solving skills, and academic writing proficiency. Under this category, students undertake a discipline-specific research investigation culminating in the submission of a comprehensive dissertation. They are also encouraged to develop research papers for potential publication in reputed peer-reviewed journals. In addition, students may participate in academic and research conferences, representing the School and University through paper presentations at national and international forums. This robust research engagement prepares students for higher education pursuits, academic and policy research, innovation-led careers, and lifelong learning, thus fulfilling the NEP's vision of fostering a high research quotient at the undergraduate level.

Program Matrix

Constitution of Courses in the BBA 3-Year Program

Course Category Name	Course Category Code	Number of Courses	Credits	Total Course Credits
Major Core Courses	MCC	10	4	40
Major Discipline Courses	MDC	5	4	20
Discipline Specific Elective Courses (Major)	DSE	5	3	15
Discipline Specific Elective Courses (Minor)	DSE	3	3	9
Multi-Disciplinary Courses	MLC	3	3	9
Ability Enhancement Courses	AEC	4	2	8
Skills Enhancement Courses	SEC	4	2	8
Value Added Courses	VAC	4	2	8
Capstone Project	CAP	2	4	8
TOTAL		**41**		**125**

Discipline Specific Elective Courses with Specialization available as follows:

Human Resource Management, Financial Management, Marketing Management, Financial Technology, Business Analytics, Aviation Management, Logistics & Supply Chain Management

Program Matrix

Constitution of Courses in the BBA 4-Year Program with Honours / Research Honours

Course Category Name	Course Category Code	Number of Courses	Credits	Total Course Credits
Major Core Courses	MCC	13	4	52
Major Discipline Courses	MDC	7	4	28
Discipline Specific Elective Courses (Major)	DSE	8	3	24
Discipline Specific Elective Courses (Minor)	DSE	3	3	9
Multi-Disciplinary Courses	MLC	3	3	9
Ability Enhancement Courses	AEC	4	2	8
Skills Enhancement Courses	SEC	5	2	10
Value Added Courses	VAC	4	2	8
Capstone Project	CAP	2	4	8
Research Project	REP	2	6	12
TOTAL		**52**		**168**

***Note**: The **4-Year Honours/Honours with Research Program** is available only to students who have secured **75% or above aggregate marks** in the preceding semesters and maintain this academic standard during the third year as well. The above structure represents the **Honours with Research** pathway. For students opting for the **Honours (Non-Research)** program, the **Research Project (REP)** component (12 credits) may be replaced with a combination of **two Discipline Specific Electives (DSE – Major)** and **two DSE (Minor)/ two MLC** courses, thereby compensating for the required 12 credits.*

<u>Discipline Specific Elective Courses with Specialization available as follows:</u>

Human Resource Management, Financial Management, Marketing Management, Financial Technology, Business Analytics, Aviation Management, Logistics & Supply Chain Management

F. Graduate Attributes (GA):

The Graduate Attributes (GAs) underpinning the BBA, BBA (Honours), and BBA (Honours with Research) programs have been adopted in alignment with the National Education Policy (NEP) 2020, University Grants Commission (UGC) guidelines, and the National Higher Education Qualifications Framework (NHEQF). These attributes serve as the foundational principles for defining the Program Educational Objectives (PEOs) and Program Outcomes (POs) outlined below. The curriculum is thus designed to ensure students develop the competencies, values, and capabilities envisioned for undergraduate business education in India.

G. Program Educational Objectives (PEOs)

Program Educational Objectives (PEOs): BBA (3-Year Program)

1. **PEO 1: Foundational Business Knowledge**
   To equip students with fundamental knowledge and skills in business and management practices.
2. **PEO 2: Professional Competence**
   To develop graduates who can apply business concepts in diverse industry settings and assume entry-level managerial roles.
3. **PEO 3: Ethical and Social Responsibility**
   To instil a sense of ethics, sustainability, and societal responsibility in business decision-making.
4. **PEO 4: Communication and Teamwork**
   To nurture effective communication, interpersonal, and team collaboration skills.
5. **PEO 5: Lifelong Learning and Employability**
   To prepare students for lifelong learning, competitive exams, and employment in a rapidly changing business environment.

Program Educational Objectives (PEOs): BBA Honours (4-Year Program)

Includes BBA PEOs, and further aims to:

6. **PEO 6: Specialization Proficiency**
   To provide in-depth knowledge and practical insights in a chosen domain of business specialization.
7. **PEO 7: Strategic Thinking and Leadership**
   To develop the ability to analyze complex business problems and take strategic and ethical decisions.
8. **PEO 8: Global and Cultural Awareness**
   To foster a global mindset and cultural intelligence for managing in international and multicultural business contexts.

Program Educational Objectives (PEOs): BBA Honours with Research

Includes BBA Honours PEOs, and further aims to:

9. **PEO 9: Research Orientation**
   To develop research capabilities and methodological understanding to explore and address contemporary business issues.
10. **PEO 10: Innovation and Critical Inquiry**
    To foster critical thinking, creativity, and evidence-based decision-making through research.
11. **PEO 11: Readiness for Advanced Studies**
    To prepare students for doctoral-level studies and careers in academic or applied research fields.

H. Program Outcomes (POs)

PO No.	Program Outcome
Program Outcomes (POs): BBA (3-Year Program)	
PO1	**Business Knowledge**: Demonstrate fundamental knowledge of business functions and their interrelations.
PO2	**Problem Solving and Decision-Making**: Apply analytical tools and critical thinking to solve real-life business problems.
PO3	**Communication Skills**: Communicate effectively using verbal, written, and digital formats in professional settings.
PO4	**Leadership and Teamwork**: Function effectively as an individual and as a member or leader in teams.
PO5	**Digital and Technological Fluency**: Use modern tools, business software, and digital platforms effectively in decision-making.
PO6	**Ethics and Social Responsibility**: Demonstrate ethical reasoning and apply culturally informed and sustainable practices rooted in Indian Knowledge Systems and global business and social contexts
PO7	**Global and Multicultural Perspective**: Demonstrate awareness of global business environments and cross-cultural competence.
PO8	**Entrepreneurship and Innovation**: Identify business opportunities and apply entrepreneurial and innovative approaches to value creation.
PO9	**Lifelong Learning**: Recognize the need for continuous self-improvement and learning to adapt to evolving business landscapes.
Program Outcomes (POs): BBA Honours (4-Year Program)	
PO10	**Domain Expertise:** Gain a deeper understanding and application of concepts within a chosen business specialization (HR, Finance, Marketing, etc.).
PO11	**Strategic Thinking:** Analyze industry dynamics and apply strategic frameworks for sustainable growth.
Program Outcomes (POs): BBA Honours with Research	
PO12	**Research Methodology:** Demonstrate competence in research design, tools, data analysis, and academic writing for publications.
PO13	**Scholarly Inquiry:** Investigate contemporary business challenges using systematic and ethical research practices.
PO14	**Postgraduate Readiness:** Be well-prepared for advanced studies such as MBA and Ph.D. programs.

I. Mapping of PEOs & POs in BBA

PEO – PO Attainment Matrix

PO → PEO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14
PEO1	3	2	1	1	2	1	1	1	2	2	1			
PEO2	2	3	2	2	3	2	2	2	2	3	2			
PEO3	1	1	1	1	1	3	2	1	1					
PEO4	1	1	3	3	2	2	1	1	1					
PEO5	2	2	2	2	3	2	2	2	3	2	2			
PEO6	2	2	1	1	2	1	1	1	2	3	2			
PEO7	2	3	2	3	2	2	2	2	2	3	3			
PEO8	1	1	1	2	1	2	3	1	1	1	1			
PEO9		1	1	1	1	1	1	1	2	2	2	3	2	2
PEO10	1	2	2	2	2	2	2	3	2	2	2	2	3	2
PEO11	1	2	2	1	2	2	1	2	3	2	2	2	3	3

Note: *In alignment with Outcome-Based Education (OBE) principles, the mapping of Program Educational Objectives (PEOs) to Program Outcomes (POs) is presented using a* ***quantitative scale (1–3)****, where:*

- ***1*** *indicates a low level of contribution*
- ***2*** *indicates a moderate level of contribution*
- ***3*** *indicates a high level of contribution*

This mapping ensures that each PEO is ***progressively achieved through the attainment of relevant POs****, thereby providing a structured and measurable approach to evaluating the effectiveness of the program in delivering its long-term educational goals.*

J. Pedagogy, Andragogy, and Unique practices adopted:

Pedagogy refers to the art and science of teaching, especially in academic and conceptual domains. Alongside traditional lecture-based instruction, the institute adopts a dynamic approach that emphasizes experiential learning. This includes case studies, simulations, fieldwork, group discussions, and project-based tasks. Such methods foster deeper understanding, critical thinking, and practical application, aligning with modern educational goals and enhancing the overall learning experience of students.

1. Orientation and Bridge Program:

At the commencement of the BBA program, the School will organize a comprehensive Orientation Program to welcome and guide newly enrolled students. This Orientation aims to familiarize students with academic expectations, institutional values, and support systems. The Bridge Courses in the Orientation Program aims to ensure academic readiness and promote confidence among students, thereby setting a strong base for their academic journey in the BBA program.

Student orientation program is crucial for easing students into university life. It helps familiarize them with the campus environment, faculty, academic policies, and available facilities. The program, typically spanning two weeks, aims to build connections among peers and faculty, creating a sense of belonging. It introduces students to institutional rules, expectations, and resources, ensuring a smooth transition. Orientation also serves as a platform for students to understand their academic journey, clarify doubts, and feel confident and comfortable as they begin their college experience in a supportive and informed setting.

As per the National Education Policy (NEP) 2020, the Orientation Program is structured to provide a holistic foundation for first-year students, ensuring a smooth transition into higher education. The program is designed to build familiarity, academic readiness, and personal growth through the following key components:

- Introduction to College Life: Helping students adjust to the new academic environment.
- Integration with University Culture: Building comfort within the university's social and academic framework.
- Faculty & Peer Interaction: Facilitating connections between students, faculty, and peers.
- Linkages with Society & Environment: Understanding the relationship between education, society, sustainability, and development.
- Philosophy of Education & Pedagogy: Introducing the values, goals, and teaching methods of the Indian education system.
- Academic Foundation: Bridging gaps and strengthening subject knowledge.
- Personality Development: Fostering leadership, communication, and emotional intelligence.
- IT & Computer Literacy: Providing basic digital skills for academic success and future employability.

2. Experiential and Holistic Learning Approach:

To foster experiential learning beyond conventional classroom instruction, the program integrates a range of participatory and applied pedagogies. These are also facilitated through active participation in **School Clubs** such as the

- ***VIBGYOR Club,***
- ***Young Leader's Club,*** **and**
- ***MUDRA Club,***

These include:

- ***Case-based discussions***
- ***Role-plays, Group Assignments, and Presentations***
- ***Video-assisted sessions***
- ***Field assignments, live industry projects, and industry visits***
- ***Expert-led interactive sessions***
- ***Co-curricular and student development initiatives***
- ***Mentorship programs***
- ***Workshops and Seminars***

3. Career Counseling:

Career development is a continuous process that helps students understand themselves, explore various career options, and make informed educational and professional decisions. It goes beyond choosing a major or a job after graduation, focusing on long-term personal growth, skill enhancement, and aligning one's interests and values with suitable career paths for a fulfilling and successful future. Training – Internship – Placement Services (TIPS) Cell of the University provides support to shape the students for a brighter future. The TIPS majorly helps students by:

- ***Industry – Academia Interactions***
- ***Industrial Visits***
- ***Career Counseling***
- ***Training, Live Projects, and Internships***
- ***Mock Interviews***
- ***On / Off-Campus placement drives***

4. Library and E – Learning Access:

Course faculty actively encourage students to make regular use of the University Library and guide them in effectively utilizing its rich collection of physical and digital resources to support academic learning, subject-specific research, and overall knowledge enhancement. Additionally, students have access to a wide range of e-learning resources through their individual logins on the University's ERP system, enabling continuous learning beyond the classroom environment.

5. Massive Open Online Courses:

Integration of MOOCs into the BBA Curriculum – Process Flow

In accordance with the National Education Policy (NEP) 2020 and UGC guidelines, MOOCs (Massive Open Online Courses) may be integrated into the BBA curriculum.

- Before the commencement of each semester, a list of available MOOCs from platforms such as SWAYAM/NPTEL will be prepared by the Program Coordinators in consultation with the Dean of the School / Head of Department (HOD).
- The list will include suitable MOOCs that can replace theory courses in the following categories, except CAP, RES, and Practical Courses:
    - Core Courses (MCC/ MDC)
    - Discipline-Specific Elective Courses (DSE)
    - Multidisciplinary Courses (MLC)
    - Ability Enhancement Courses (AEC)
    - Skill Enhancement Courses (SEC)
    - Value-Added Courses (VAC)
- Students and faculty will collaboratively identify relevant MOOCs from the announced list that align with the learning objectives of the existing curriculum.
- The final selection of MOOCs will be notified officially by the Dean's/HOD's Office prior to the start of the semester.
- The selected MOOC will replace one existing theory course in the category it corresponds to, maintaining curriculum structure and credit equivalence.
- An in-house course faculty/coordinator will be assigned to:
    - Monitor students' progress in the selected MOOCs
    - Track completion timelines and assessments
    - Provide academic support and resolve subject-related queries
    - Coordinate with students on submission schedules and internal records
- Students will enrol in the selected MOOC through the respective platform, and credit transfer will be applicable as per the University norms upon successful completion.

K. Question Paper and Assessment Tools

General Note on Assessment and Evaluation

Our university follows a ***Continuous Evaluation System*** that ensures students are assessed consistently and fairly throughout the semester. This system includes three main components: ***Internal Assessments, Mid-Term Examinations,*** and ***End-Term Examinations.***

- As part of Internal Assessments, faculty members may adopt a variety of tools such as Surprise Quizzes, Assignments (Group or individual assignments, case study presentations and discussions, role plays, group discussions), and other interactive evaluation methods. These are designed to assess not just subject knowledge but also communication, collaboration, and critical thinking skills. The specific tools and weightage for each course

will be clearly mentioned in the Course Syllabus and Assessment Scheme, which is shared at the beginning of the semester.

- All assessments across programs are conducted as per the guidelines outlined in the Examination Manual (EM) issued by the Controller of Examinations (CoE). This ensures consistency, fairness, and academic integrity in both theory and practical examinations.
- Course faculty are responsible for preparing question papers for internal, mid-term, and end-term exams in line with the EM. Questions are developed using the Bloom's Taxonomy (BT) framework, which covers a range of learning levels—from basic understanding to advanced application and analysis.
- Each question is aligned with specific Course Outcomes (COs) to ensure that assessments are outcome-based. During evaluation, faculty will mark responses CO-wise, and this will be reflected in the answer sheet's marks column. This approach helps both faculty and students understand which learning outcomes have been achieved and where further improvement is needed.

This structured and student-centric assessment system encourages continuous learning and academic growth, while supporting the goals of Outcome-Based Education (OBE).

L. Program Structure

Bachelor of Business Administration (BBA)

S. No.	Course Code	Course Name	Course Category Code	Number of Hours/Week			C
				L	T	P	
SEMESTER I							
1	BBAMCC001	Dynamics of Management & Human Behavior	MCC	3	1		4
2	BBAMCC002	Financial Accounting	MCC	3	1		4
3	BBAMCC003	Dynamics of Marketing	MCC	3	1		4
4		*Choice-based course from the MDC pool*	MDC	3	1		4
5		*Choice-based course from the SEC pool*	SEC	3	0		2
		Choice-based course from the VAC pool	VAC	2	0	0	2
Total				**17**	**4**	**0**	**21**
SEMESTER II							
1	BBAMCC004	Managerial Economics	MCC	3	1		4
2		*Choice-based course from the MDC pool*	MDC	3	1		4
3		*Choice-based course from the MDC pool*	MDC	3	1		4
4		*Choice-based course from the MDC pool*	MDC	3	1		4
5		*Choice-based course from the MDC pool*	MDC	3	1		4
6		*Choice-based course from the AEC pool*	AEC	3	0		3
Total				**18**	**5**	**0**	**23**
Cumulative Total				**35**	**9**	**0**	**44**
SEMESTER III							
1	BBAMCC005	Business Environment	MCC	3	1		4
2	BBAMCC006	Business Statistics	MCC	3	1		4
3		*Choice-based course from the DSE pool (Major)*	DSE	3			3
4		*Choice-based course from the DSE pool (Minor)*	DSE	3			3
5		*Choice-based course from the MLC pool*	MLC	3			3
6		*Choice-based course from the AEC pool*	AEC	3			3
7		*Choice-based course from the SEC pool*	SEC	3			3
8		*Choice-based course from the VAC pool*	VAC	2			2
Total				**23**	**2**	**0**	**25**
Cumulative Total				**58**	**11**	**0**	**69**
SEMESTER IV							
1	BBAMCC007	Innovation and Entrepreneurship Development	MCC	3	1		4
2	BBAMCC008	Strategic Management	MCC	3	1		4
3		*Choice-based course from the DSE pool (Major)*	DSE	3			3
4		*Choice-based course from the DSE pool (Minor)*	DSE	3			3
5		*Choice-based course from the AEC pool*	AEC	3			3
6		*Choice-based course from the SEC pool*	SEC	3			3
7		*Choice-based course from the VAC pool*	VAC	2			2
Total				**23**	**2**	**0**	**22**
Cumulative Total				**78**	**13**	**0**	**91**
SEMESTER V							
1	BBAMCC009	Research Methodology	MCC	3	1		4
2		*Choice-based course from the DSE pool (Major)*	DSE	3			3
3		*Choice-based course from the DSE pool (Minor)*	DSE	3			3
4		*Choice-based course from the MLC pool*	MLC	3			3
5		*Choice-based course from the AEC pool*	AEC	3			3
6		*Choice-based course from the AEC pool*	AEC	3			3
7		*Choice-based course from the SEC pool*	SEC	3			3
8		*Choice-based course from the VAC pool*	VAC	2			2
Total				**23**	**1**	**0**	**24**
Cumulative Total				**101**	**14**	**0**	**115**
SEMESTER VI							
1	BBAMCC010	Legal and Ethical Dimensions of Business	MCC	3	1		4

2		*Choice-based course from the DSE pool (Major)*	DSE	3			3
3		*Choice-based course from the DSE pool (Major)*	DSE	3			3
4		*Choice-based course from the MLC pool*	MLC	3			3
5		*Choice-based course from the CAP pool*	CAP	4			4
6		*Choice-based course from the CAP pool*	CAP	4			4
Total				**20**	**1**	**0**	**21**
Cumulative Total				**121**	**15**	**0**	**136**
SEMESTER VII							
1	BBAMCC011	Production & Operation Management	MCC	3	1		4
2	BBAMCC012	International Business Management	MCC	3	1		4
3		*Choice-based course from the MDC pool*	MDC	3	1		4
4		*Choice-based course from the DSE pool (Major)*	DSE	3			3
5		*Choice-based course from the DSE pool (Major)*	DSE	3			3
6		*Choice-based course from the SEC pool*	SEC	3			3
Total				**18**	**3**	**0**	**21**
Cumulative Total				**139**	**18**	**0**	**157**
SEMESTER VIII							
1	BBAMCC013	Project Management for Managers	MCC	3	1		4
2		*Choice-based course from the MDC pool*	MDC	3	1		4
3		*Choice-based course from the DSE pool (Major)*	DSE	3			3
4	BBACAP004	Dissertation	REP	12			6
Total				**21**	**2**	**0**	**23**
Grand Total				**160**	**20**		**180**

L – Lecture T- Tutorial P- Practical C-Credits
1L = 1Hr. 1T= 1 Hr. 2P=1 Hr. 1C = 1 Hr. of Theory/Tutorial Paper/ week & 2 Hrs. of Practical/ week

Major Core Course (MCC)				
S. No.	**Course Name**	**Category**	**Code**	**Semester**
1	Dynamics of Management & Human Behavior	MCC	BBAMCC001	I
2	Financial Accounting	MCC	BBAMCC002	I
3	Dynamics of Marketing	MCC	BBAMCC003	I
4	Managerial Economics	MCC	BBAMCC004	II
5	Business Environment	MCC	BBAMCC005	III
6	Business Statistics	MCC	BBAMCC006	III
7	Innovation and Entrepreneurship Development	MCC	BBAMCC007	IV
8	Strategic Management	MCC	BBAMCC008	IV
9	Research Methodology	MCC	BBAMCC009	V
10	Legal and Ethical Dimensions of Business	MCC	BBAMCC010	VI
11	Production & Operation Management	MCC	BBAMCC011	VII
12	International Business Management	MCC	BBAMCC012	VII
13	Project Management for Managers	MCC	BBAMCC013	VIII
Major Discipline Course (MDC). Select any 4 courses				
S. No.	**Course Name**	**Category**	**Code**	**Semester**
1	Human Resource Management	MDC	BBAMDC001	I
2	Principal of Airline Airport Management	MDC	BBAMDC002	I
3	Financial Management	MDC	BBAMDC003	II
4	Introduction of Financial Technology	MDC	BBAMDC004	II
5	Foundations of Business Analytics	MDC	BBAMDC005	II
6	Consumer Behaviour	MDC	BBAMDC006	II
7	Introduction to Logistics & Supply Chain Management	MDC	BBAMDC007	II
8	Management Accounting	MDC	BBAMDC008	VII
9	Management Information System	MDC	BBAMDC009	VII
Multidisciplinary Courses (MLC). Select any One Group				
Group I: Humanities, Education, and Social Sciences (HES)				
S. No.	**Course Name**	**Category**	**Code**	**Semester**
1	Value of Education	MLTC	BBAMLTC001	
2	Peace of Education	MLTC	BBAMLTC002	
3	Life Skills of Education	MLTC	BBAMLTC003	

	Any other offered by the respective school may be included			
Group II: Civic and Legal Foundations (CLF)				
S. No.	**Course Name**	**Category**	**Code**	**Semester**
1	Contract Law	MLTC	BBAMLTC004	
2	Company Law	MLTC	BBAMLTC005	
3	Intellectual property law	MLTC	BBAMLTC006	
	Any other offered by the respective school may be included			
Group III: Media and Communication Studies (MCS)				
S. No.	**Course Name**	**Category**	**Code**	**Semester**
1	Photography	MLTC	BBAMLTC007	
2	Media Management	MLTC	BBAMLTC008	
3	Designing for Digital Media	MLTC	BBAMLTC009	
	Any other offered by the respective school may be included			
Group IV: Natural and Physical Sciences (NPS)				
S. No.	**Course Name**	**Category**	**Code**	**Semester**
1	Introductory Biology	MLTC	BBAMLTC010	
2	Introductory Physics	MLTC	BBAMLTC011	
3	Introductory Chemistry	MLTC	BBAMLTC012	
	Any other offered by the respective school may be included			
Group V: Computing and Digital Applications (CDA)				
S. No.	**Course Name**	**Category**	**Code**	**Semester**
1	Digital Literacy and Office Automation	MLTC	BBAMLTC013	
2	Fundamentals of E-Commerce and Web Technologies	MLTC	BBAMLTC014	
3	Introduction to Database Management Systems (DBMS)	MLTC	BBAMLTC015	
	Any other offered by the respective school may be included			
Skill Enhancement Courses (SEC)				
S. No.	**Course Name**	**Category**	**Code**	**Semester**
1	Business Computing with Word and Excel	SEC	BBASEC001	I
2	Digital & Social Media Marketing	SEC	BBASEC002	III
3	Presentation Design and Delivery	SEC	BBASEC003	IV
4	Software Application in Business Accounting	SEC	BBASEC004	V
5	Professional Digital Branding	SEC	BBASEC005	VII
Value Added Courses (VAC)				
S. No.	**Course Name**	**Category**	**Code**	**Semester**
1	Environmental Science	VAC	BBAVAC001	I
2	Indian Management Philosophy	VAC	BBAVAC002	III
3	Artificial Intelligence for Beginners	VAC	BBAVAC003	IV
4	Cyber Security Awareness	VAC	BBAVAC004	IV
5	Yoga Education for Wellbeing	VAC	BBAVAC005	V
Capstone Project (CAP) Select any 2 Courses				
S. No.	**Course Name**	**Category**	**Code**	**Semester**
1	Summer Training Report	CAP	BBACAP001	VI
2	Community Engagement & Outreach,	CAP	BBACAP002	VI
3	Market Survey Report	CAP	BBACAP003	VI
5	Field Study Report	CAP	BBACAP004	VI
6	Entrepreneurship Report	CAP	BBACAP005	VI
7	Live Project Report	CAP	BBACAP006	VI
Research Project (REP)				
S. No.	**Course Name**	**Category**	**Code**	**Semester**
1	Dissertation	REP	BBAREP001	VIII
Ability Enhancement Course (AEC) All Courses are Mandatory				
S. No.	**Course Name**	**Category**	**Code**	**Semester**
1	Business Communication and Professional Writing	AEC	BBAAEC001	II
2	Verbal Ability and Logical Reasoning	AEC	BBAAEC002	III
3	Creative and Digital Writing	AEC	BBAAEC003	IV
4	Quantitative Aptitude and Analytical Skills	AEC	BBAAEC004	V

5	Debate, Discourse, and Critical Thinking	AEC	BBAAEC005	V
Discipline Specific Elective (DSE) - Major/ Minor				
Human Resource Management				
S. No.	**Course Name**	**Category**	**Code**	**Semester**
1	Talent Acquisition Management	DSE	DSE001	
2	Wage & Salary Administration	DSE	DSE002	
3	Leadership & Decision Making	DSE	DSE003	
4	Training and Development	DSE	DSE004	
5	Human Resource Analytics	DSE	DSE005	
6	Change Management	DSE	DSE006	
7	Human Resource Audit	DSE	DSE007	
8	Performance Management	DSE	DSE008	
Financial Management				
S. No.	**Course Name**	**Category**	**Code**	**Semester**
1	Financial Institution & Markets	DSE	DSE009	
2	Working Capital Management	DSE	DSE010	
3	Capital Budgeting	DSE	DSE011	
4	Behavioural Finance	DSE	DSE012	
5	Banking & Insurance	DSE	DSE013	
6	Corporate Tax	DSE	DSE014	
7	Portfolio Management	DSE	DSE015	
8	Corporate Finance	DSE	DSE016	
Marketing Management				
S. No.	**Course Name**	**Category**	**Code**	**Semester**
1	Marketing of Services	DSE	DSE017	
2	Retail Management	DSE	DSE018	
3	Brand Architecture and Management	DSE	DSE019	
4	Integrated Marketing Communication	DSE	DSE020	
5	Marketing Analytics	DSE	DSE021	
6	Sales & Distribution Management	DSE	DSE022	
7	Advertising and Media Planning	DSE	DSE023	
8	Customer Relationship Management	DSE	DSE024	
Aviation Management				
S. No.	**Course Name**	**Category**	**Code**	**Semester**
1	Civil Aviation Laws & Regulations	DSE	DSE025	
2	Airline & Airport Operations	DSE	DSE026	
3	Airline & Airport Marketing	DSE	DSE027	
4	Aviation HRM and Crew Resource Management	DSE	DSE028	
5	Air Cargo Management	DSE	DSE029	
6	Air Traffic Control	DSE	DSE030	
7	Airline Route & Strategic Planning	DSE	DSE031	
8	Resource Planning & Logistics in Aviation	DSE	DSE032	
9	Airline Economics	DSE	DSE033	
10	Airline Customer Service and Cabin Crew Training	DSE	DSE034	
11	Aviation Finance & Insurance	DSE	DSE035	
Logistics And Supply Chain Management				
S. No.	**Course Name**	**Category**	**Code**	**Semester**
1	Logistics & Transportation Planning	DSE	DSE036	
2	Warehouse Management	DSE	DSE037	
3	Principles of ERP	DSE	DSE038	
4	Forecasting & Inventory Management	DSE	DSE039	
5	Applied Logistics and Supply Chain Management	DSE	DSE040	
6	Leadership and Professional Development in LSCM	DSE	DSE041	
7	Global Supply Chain Management	DSE	DSE042	
8	Commercial Geography	DSE	DSE043	
9	E-Commerce: Business & Operations	DSE	DSE044	

Business Analytics				
S. No.	**Course Name**	**Category**	**Code**	**Semester**
1	Advanced Excel for Dashboarding, Forecasting & Budgeting	DSE	DSE045	
2	Basic Econometrics	DSE	DSE046	
3	Structured Query Language – SQL	DSE	DSE047	
4	HR Analytics	DSE	DSE048	
5	Marketing Analytics	DSE	DSE049	
6	Statistics using R	DSE	DSE050	
7	Statistics using Python	DSE	DSE051	
8	Business Intelligence Tools - Power BI	DSE	DSE052	
9	Business Intelligence Tools – Tableau	DSE	DSE053	
10	Time Series Analysis and Forecasting	DSE	DSE054	
Financial Technology				
S. No.	**Course Name**	**Category**	**Code**	**Semester**
1	Blockchain and Applications	DSE	DSE055	
2	Global Financial Markets and Products	DSE	DSE056	
3	Financial Risk Analytics	DSE	DSE057	
4	Technology Disruptions in FinTech	DSE	DSE058	
5	Entrepreneurship in FinTech	DSE	DSE059	
6	Machine Learning in Fintech and Payments	DSE	DSE060	
7	Insurtech (Insurance Technology)	DSE	DSE061	
8	Digital Banking and Beyond	DSE	DSE062	
9	Deep Learning Application in Finance	DSE	DSE063	
Research Honours				
S. No.	**Course Name**	**Category**	**Code**	**Semester**
1	Applied Data Analysis-I	DSE	DSE064	VII
2	Research & Publication Ethics	DSE	DSE065	VII
3	Applied Data Analysis-II	DSE	DSE066	VIII

Program	Bachelor of Business Administration	Semester				I
Course Name	Dynamics of Management & Human Behavior	L	T	P	C	Course Type
Course Code	BBAMCC001	3	1	0	4	MCC

Course Objectives:

This course ensures that the students understand how:

1	Managers manage business organizations in the dynamic global environment
2	Organizations develop and maintain competitive advantage
3	Business decisions are made using various tools and techniques to remain competitive
4	Managers use problem-solving strategies and critical thinking skills in real-life situations
5	Different areas of the business (i.e., Manufacturing/Service, Marketing, Finance, and Human Resource Management) support the vision and mission of an organization

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
BBAMCC001CO1	Understand the evolution of management and its principles and relate its development with concurrent business practices.	L2
BBAMCC001CO2	Explain how organizations adapt to an uncertain environment and identify techniques managers use to influence and control the internal environment	L3
BBAMCC001CO3	Interpret and apply vocabulary within the field of management to articulate one's own position on a specific management issue and communicate effectively with varied audiences	L3
BBAMCC001CO4	Identify the areas to control and apply the appropriate controlling methods/Techniques	L3
BBAMCC001CO5	Analyze the influence of historical forces on the current practice of management	L4

Syllabus:

Unit-1	Management and its Functions

- Introduction: Principles of Management and Functions.
- Nature, Scope, Significance, and Process of management. Role of managers
- Planning: Meaning, Importance, Process, and types
- Organizing: Meaning, Importance, Process, Formal vs. Informal organizations, Staffing - Recruitment and Selection, Line and staff functions
- Leading: Meaning, Importance, Process - Delegation, Authority, and Responsibility
- Controlling: Meaning, Importance, and types
- Decision Making: Process and types

Unit-2	Introduction to Organizational Behavior

- Definition, Nature, and Scope of Organizational Behavior
- Disciplines contributing to OB
- Challenges to OB
- Attitude, Job Satisfaction, Emotions and Moods

Unit-3	Personality and Perception

- Personality and Perception: Types and Factors influencing personality
- Theories: Big Five and MBTI

• Perception: Perceptual process, Factors influencing perceptual selectivity	
Unit-4	**Leadership and Motivation**
• Leadership and its theories: Leadership styles, Leadership traits, and behavioral theories. • The managerial grid/ leadership grid. • Hersey-Blanchard situational leadership theory. • Leader-member exchange theory. • Leaders vs. managers: difference and transition. • Motivation: Types, Theories: Maslow, Equity, Theory X and Theory Y & Herzberg. • Stress: Meaning and Types of stress.	
Unit-5	**Group Behavior and Dynamics**
• Group behavior: Introduction, importance, and types of groups. • Formation of groups and stages of group development. • Group dynamics, and Group decision-making techniques.	

Suggestive Readings:

Text Books:

1. Stephen P. Robbins & Mary Coulter, "Management", 15e, Pearson Education, Harlow, 2021
2. Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, "Organizational Behaviour", 18e, Pearson Education, India, 2019, Publisher, City, Year

Reference Books:

1. SS Khanka, "Organizational Behaviour", S Chand Publishing, India, 2006
2. Vijay Kumar Kaul, "Business Organization and Management: Text and Cases", Pearson/Dorling Kindersley, 2011

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
BBAMCC001CO1	3	2	1	–	–	2	1	–	1
BBAMCC001CO2	3	3	1	1	2	2	2	1	1
BBAMCC001CO3	2	2	3	1	1	1	1	–	2
BBAMCC001CO4	3	3	1	1	2	2	–	1	1
BBAMCC001CO5	3	2	1	–	–	2	2	–	2

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester				I
Course Name	Financial Accounting	L	T	P	C	Course Type
Course Code	BBAMCC001	3	1	0	4	MCC

Course Objectives:

This course ensures that the students understand how:

1	Understand basic accounting concepts, principles, and standards.
2	Apply journalizing and ledger posting techniques.
3	Prepare final accounts and balance sheet.
4	Understand depreciation methods and their effects.
5	Analyze financial statements using ratios.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
BBAMCC002CO1	Explain fundamental accounting concepts and systems.	L2
BBAMCC002CO2	Record transactions and prepare trial balance.	L3
BBAMCC002CO3	Prepare Trading, P&L Account, and Balance Sheet.	L3
BBAMCC002CO4	Compute depreciation using SLM and WDV methods.	L3
BBAMCC002CO5	Analyze financial performance using ratio analysis.	L4

Syllabus:

Unit-1	Introduction
Concept of Accounting, Advantages and Limitations; Accounting Cycle; Distinguish Accounting and Book- Keeping; Business Transactions; Branches of Accounting; Concepts of Assets, Liabilities, Revenue, Income and Expenses; Differentiate between Financial, Cost and Management Accounting; Concept of Double Entry System of Book-Keeping. Generally Accepted Accounting Principles (GAAP); Indian and International Accounting Standards; Computerised Accounting.	
Unit-2	**Journal and trial balance**
Types of Accounts; Rules for Journalizing; Journal, ledger and Trial Balance; Concept of BRS and its importance; Causes of Indifference in Cash Book and Pass Book; Subsidiary Books; Numerical Problems.	
Unit-3	**Statement of affairs**
Trading, Profit and Loss Account and Balance Sheet; Numerical Problems.	
Unit-4	**Concept of depreciation**
Significance; Methods of Charging Depreciation-SLM and WDB methods; Numerical Problems.	
Unit-5	**Concept of financial statement analysis**
Tools- Ratio Analysis – Interpretation, Benefits and Limitations; Classification of Ratios – Liquidity, Solvency, Profitability & Turnover. Numerical Problems.	

Suggestive Readings:

Text Books

1. S.N. Maheshwari (Author), Suneel Maheshwari -A Textbook of Accounting for Management Paperback – 2018
2. Gupta K.L – Financial Accounting
3. R.S.N. Pillai (Author), V. Bagavathi (Author);Management Accounting Paperback

Reference Books

1. Charles T.G Horngren and Gary N.Sundem – Introduction to Management Accounting.Gray & Larson – Project Management, McGraw-Hill
2. T.S. Reddy & Dr. Y. Hariprasad Reddy – Management Accounting.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
BBAMCC002CO1	3	1	0	0	1	1	0	0	1
BBAMCC002CO2	3	3	1	0	2	1	0	0	1
BBAMCC002CO3	3	3	1	0	2	1	0	0	1
BBAMCC002CO4	2	3	0	0	2	1	0	0	1
BBAMCC002CO5	3	3	1	0	2	2	1	1	2

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester				I
Course Name	Dynamics of Marketing	L	T	P	C	Course Type
Course Code	BBAMCC003	3	1	0	4	MCC

Course Objectives:

This course ensures that the students understand how:

1	Understand the core concepts of marketing and their role in business success.
2	Analyze consumer behavior and market segmentation strategies.
3	Evaluate the marketing mix elements and their applications in different contexts.
4	Develop strategic marketing plans based on market research and analysis.
5	Explore the impact of digital marketing and emerging trends in the marketing landscape.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
BBAMCC003CO1	Remembering: Define and recall key marketing concepts and terminologies.	L1
BBAMCC003CO2	Remembering: Identify the stages in the consumer decision-making process.	L1
BBAMCC003CO3	Understanding: Explain the process of market segmentation and targeting.	L2
BBAMCC003CO4	Understanding: Discuss the ethical issues and challenges in marketing.	L2
BBAMCC003CO5	Applying: Use the marketing mix elements to design a basic marketing strategy.	L3

Syllabus:

Unit-1	Introduction to Marketing
• Definition and scope of marketing • Evolution of marketing concepts • Importance of marketing in business • Key marketing concepts and terminologies • Overview of the marketing environment	
Unit-2	**Consumer Behavior and Market Segmentation**
• Understanding consumer behavior • Factors influencing consumer behavior • Market segmentation: bases and strategies • Targeting and positioning • Consumer decision-making process	
Unit-3	**Marketing Mix**
• Product: Types, lifecycle, and strategies • Price: Strategies, factors influencing pricing decisions • Place: Distribution channels, logistics • Promotion: Integrated marketing communication, advertising, sales promotion • Case studies on marketing mix application	
Unit-4	**Strategic Marketing Planning**

• Importance of strategic marketing planning • Steps in the marketing planning process • Market research and analysis • SWOT analysis in marketing • Developing a marketing strategy	
Unit-5	**Digital Marketing and Emerging Trends**
• Overview of digital marketing • Digital marketing tools and techniques • Social media marketing • Impact of technology on marketing • Emerging trends in marketing: AI, Big Data, etc.	

Suggestive Readings:

Text Books:

- Philip Kotler and Kevin Lane Keller, Marketing Management, Pearson Education, 2023.
- Nigel F. Piercy and Nikala Lane, Strategic Marketing Management: A Decision-Making Approach, Routledge, 2020.

References:

- Philip Kotler and Kevin Lane Keller, Marketing Management: Analysis, Planning, Implementation, and Control, Pearson Education, 2023.
- V.S. Ramaswamy and S. Nama kumari, Marketing Management: Indian Context, Macmillan India, 2022.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
BBAMCC003CO1	3	1	1	0	1	1	1	1	1
BBAMCC003CO2	3	2	1	0	1	1	1	1	1
BBAMCC003CO3	3	2	1	0	1	1	1	2	1
BBAMCC003CO4	2	2	1	1	0	3	1	1	1
BBAMCC003CO5	3	3	2	1	2	1	1	3	2

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester				II
Course Name	Managerial Economics	L	T	P	C	Course Type
Course Code	BBAMCC004	3	1	0	4	MCC

Course Objectives:

This course ensures that the students understand how:

1	Understand the **nature, scope, and relevance of managerial economics** in business decision-making.
2	Analyze **demand and supply behaviour** and apply forecasting techniques for managerial planning.
3	Develop knowledge of **cost and production theories** to optimize resource utilization.
4	Understand **pricing strategies under different market structures**.
5	Evaluate **profit concepts and macro-economic factors** affecting business performance.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
BBAMCC004CO1	Explain the concepts, scope, and application of managerial economics in firm-level decision making.	L2
BBAMCC004CO2	Analyze demand, supply, and elasticity concepts to assess market behavior and forecast demand.	L4
BBAMCC004CO3	Apply cost and production theories to determine optimum output and cost efficiency.	L3
BBAMCC004CO4	Analyze pricing decisions under different market structures and pricing practices.	L4
BBAMCC004CO5	Evaluate profit measurement concepts and economic fluctuations to support managerial decisions.	L5

Syllabus:

Unit-1	INTRODUCTION
Definition, Nature and Scope of Business Economics, Role of business economics in decision Making, Application of Economic theory to a Firm's Level Business Problems.	
Unit-2	**DEMAND ANALYSIS AND FORECASTING**
Meaning of Demand, Determinants of Demand, Assumptions of Law of Demand, Exceptions to the Law of Demand, Reasons for Change in Demand, Elasticity of Demand, Demand Forecasting, Law of Supply, Elasticity of Supply.	
Unit-3	**COST AND PRODUCTION ANALYSIS**
Different Concepts of Costs used internationally, Production Function, Cost-Output Relationship, Law of Variable Proportion and Determining the Level of Production Cost. Law of Increasing Returns, Law of Decreasing Returns.	
Unit-4	**PRICING UNDER DIFFERENT MARKET CONDITIONS**
Nature of markets, Pricing under Perfect, Monopoly and Monopolistic Market Conditions. Pricing in Actual Practice, Cost Plus Pricing, Transfer Pricing.	
Unit-5	**PROFIT MEASUREMENT**

Economic vs. Accounting Profit, Concept of True Profit, Factors in Profit Measurement. Business Cycle: Causes and Effects of Inflation and recession, Measures of Economic Stabilization.

Suggestive Readings:

Text Books:

1. GS Gupta, Managerial Economics, 2nd Edition, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2011
2. Dominique Salvatore, Managerial Economics in a Global Ecomomy,4th ed., Cengage Learning,2006

Reference Books:

1. DN Dwivedi, Managerial Economics, 4thed., Vikas Publishing House, New Delhi, 2006
2. Kouts Yiannis A., Modern Micro Economics, MacMillan,2000

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
BBAMCC004CO1	3	1	1	0	2	1	1	0	1
BBAMCC004CO2	2	2	1	0	3	1	1	1	1
BBAMCC004CO3	2	3	2	1	3	1	1	2	1
BBAMCC004CO4	1	2	1	1	2	3	2	0	2
BBAMCC004CO5	1	2	2	2	3	2	2	3	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester				III
Course Name	Business Environment	L	T	P	C	Course Type
Course Code	BBAMCC005	3	1	0	4	MCC

Course Objectives:

This course ensures that the students understand how:

1	Define the concept of the various constituents of environment and their impact on businesses.
2	Explain different form of business organization, types of economies and impact of business environment.
3	Discuss various industrial policies, globalization, import of technologies and its impact on the economy.
4	Determine impact of environment related to social responsibilities and business ethics of an enterprise.
5	Analyze interdependence of business culture with business environment.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
BBAMCC005CO1	Explain the concept, nature, components, and significance of the business environment and its relationship with society.	L2
BBAMCC005CO2	Describe various economic systems and analyze the structure and key features of the Indian economy, including the role of public and private sectors.	L2
BBAMCC005CO3	Examine the role of government policies, economic planning, industrial policies, and economic reforms in shaping the Indian business environment.	L4
BBAMCC005CO4	Analyze the social responsibilities and ethical obligations of business towards different stakeholders in a dynamic socio-economic context.	L4
BBAMCC005CO5	Evaluate the impact of culture, globalization, demographic changes, and technological developments on business decisions and organizational practices.	L5

Syllabus:

Unit-1	INTRODUCTION
Business Environment: Meaning – Various environments affecting business – Social Economic; Political and Legal; Culture; Competitive Demographic; Technological and International environments. Business Environment and Society Concept, Nature and Significance of Business environment, Social responsibility of Business, Business ethics, Business and Culture, Technological Development, Social Changes and Change	
Unit-2	**BUSINESS AND ECONOMY**
Economic System, System, Capitalism, Socialism, Mixed Economy, Features of Indian Economy, Public sector, Private sector, Small scale industries: Concept, Significance, Issues and Priorities. Role of Public sector in Indian Economy and its Problems.	
Unit-3	**ROLE OF GOVERNMENT**

Economic Planning in India, Introduction to Industrial Policy Resolution 1948, Industrial Policy Resolution, 1956, New Industrial Policy, New economic policy, Privatization, Liberalization and Globalization and their Implications on Indian Economy. Industrial Licensing policy – Technology – Indigenous Technology – Import of Technology – Import of Technological changes of business. Silent Features of the Consumer Protection Act relating to Consumer protection in India.	
Unit-4	**BUSINESS AND SOCIETY**
Social responsibilities of Business – Responsibilities to shareholders; Responsibility to employees; Responsibility to customer; Responsibility to the community; Responsibility to the Government – Business Ethics – Population – Demographic pattern changes – Standard of living –Urbanization – Globalization Migration.	
Unit-5	**BUSINESS AND CULTURE**
Culture – Elements of culture – Impact of foreign culture – Traditional values and its impact – Change and resistance to change - Caste and communities – Linguistic and Religious groups – Joint Family system and Regional groups.	

Suggestive Readings:

Text Books:

1. Francis Cherunilum -Business Environment
2. K. Aswathappa, Himalaya Publishing House -Essentials of Business Environments - .

Reference Books:

1. M.Adikary - Economic Environment of Business - Sultan Chand & Sons.
2. Lokanathan and Lakshmi rajan, -Business and society - Emerald Publisher

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
BBAMCC005CO1	3	2	1	1	0	2	2	0	1
BBAMCC005CO2	3	2	1	0	1	1	2	1	1
BBAMCC005CO3	3	3	1	0	1	2	2	1	1
BBAMCC005CO4	2	2	1	1	0	3	1	0	2
BBAMCC005CO5	2	3	2	1	3	1	3	2	2

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester				I
Course Name	Business Statistics	L	T	P	C	Course Type
Course Code	BBAMCC006	3	1	0	4	MCC

Course Objectives:

This course ensures that the students understand how:

1	To introduce the basic concepts and importance of statistics.
2	To enable collection, classification, and presentation of data.
3	To develop understanding of measures of central tendency and dispersion.
4	To familiarize students with correlation, regression, and forecasting tools.
5	To apply statistical techniques in business decision-making.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
BBAMCC006CO1	Explain basic statistical concepts and data presentation methods	L2
BBAMCC006CO2	Compute measures of central tendency and partition values	L3
BBAMCC006CO3	Apply measures of dispersion and skewness	L3
BBAMCC006CO4	Analyze relationships using correlation and regression techniques	L4
BBAMCC006CO5	Evaluate index numbers and forecasting methods for business use	L5

Syllabus:

Unit-1	**Introduction of Statistics**
Introduction of Statistics: Meaning, Scope, Importance and Limitation. Collection of Data- Primary and Secondary data; Classification of data, Frequency distribution and Statistical Series. Tabulation of Data- Diagrammatical and Graphical Presentation of data.	
Unit-2	**Measures of Central Tendency**
Arithmetic Mean, Median and Mode. Partition values: Quartile, Deciles and Percentile.	
Unit-3	**Measures of Dispersion**
Methods of Limits (Range and Inter-Quartile Range), Methods of Averaging Deviations (Quartile Division, Mean Deviation, Standard Deviation), Variances and its Co-efficient, Skewness: Meaning, uses, and problems on Karl Pearson's Co-efficient of skewness.	
Unit-4	**Correlation**
Meaning, Application, Types, Degree of correlation, Methods of Correlation Scattered diagram, Karl Pearson and Spearman's Rank correlation. Regression Analysis- Concept of regression, relation between correlation and regression and regression equation.	
Unit-5	**Business Forecasting**
Index Number: meaning, types and uses, index number- Fixed base Method, Chain Base Methods, Base conversion, Weighted index Number, Fisher Index No. Reversal test- Time Reversal Test, Factor reversal Test. Interpolation and Extrapolation: Method of interpolation and extrapolation- binomial Expansion method. Newton's Method and Langrage method	

Suggestive Readings:

Text Books

1. Gupta, S. P. (2019). *Statistical methods* (44th ed.). New Delhi, India: Sultan Chand & Sons.
2. Sharma, J. K. (2018). *Business statistics* (4th ed.). New Delhi, India: Pearson Education India.
3. Goon, A. M., Gupta, M. K., & Dasgupta, B. (2017). *Fundamentals of statistics* (Vol. 1). Kolkata, India: World Press.

Reference Books

1. Levin, R. I., & Rubin, D. S. (2019). *Statistics for management* (8th ed.). New Delhi, India: Pearson Education India.
2. Anderson, D. R., Sweeney, D. J., & Williams, T. A. (2018). *Statistics for business and economics* (13th ed.). Boston, MA: Cengage Learning.
3. Spiegel, M. R., Schiller, J. J., & Srinivasan, R. A. (2014). *Schaum's outline of probability and statistics* (4th ed.). New Delhi, India: McGraw-Hill Education

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
BBAMCC006CO1	3	2	1	0	2	0	1	0	1
BBAMCC006CO2	3	3	1	0	2	0	0	0	1
BBAMCC006CO3	3	3	1	0	2	0	0	0	1
BBAMCC006CO4	2	3	1	0	3	0	1	1	1
BBAMCC006CO5	3	3	1	0	3	1	1	2	2

1 = Low, **2 = Moderate**, **3 = High** contribution.

SEMESTER IV

Program	**Bachelor of Business Administration (BBA)**	Semester				IV
Course Name	**Innovation & Entrepreneurship Management**	L	T	P	C	Course Type
Course Code	BBAMCC007	3	1	0	4	MCC

Course objective:

This course ensures that the students:

1	Build conceptual clarity of innovation, entrepreneurship, and venture creation processes in competitive markets.
2	Train students in opportunity discovery, design thinking, and lean validation to reduce start-up failure risk.
3	Develop skills to design business models, innovation strategies, and go-to-market plans for new products/services.
4	Enable understanding of IPR, funding, incubation, and regulatory essentials for starting and scaling ventures.
5	Expose learners to modern trends like AI-driven innovation, digital platforms, social/sustainable entrepreneurship, and corporate venturing.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT level
BBAMCC007CO1	Explain concepts of innovation and entrepreneurship and their importance in business.	L2
BBAMCC007CO2	Analyze opportunities and develop innovative business ideas.	L4
BBAMCC007CO3	Design business models and new venture plans.	L6
BBAMCC007CO4	Evaluate entrepreneurial strategies and innovation management practices.	L5
BBAMCC007CO5	Apply entrepreneurial tools for start-up development and growth.	L3

Syllabus:

Unit-1	**Introduction to Innovation**	**Contact Hours: 9**

- Concept & Scope of Innovation
- Types & Forms of Innovation
- Theories & Models of Innovation
- Innovation Culture & Organizational Climate
- Innovation Strategy

Unit-2	**Managing Innovation & Design Thinking**	**Contact Hours: 9**

- Innovation Process & Management
- Design Thinking for Innovation
- Creativity & Ideation Techniques
- Digital & Technological Innovation (Recent Trends)
- Sustainable & Social Innovation

Unit-3	Foundations of Entrepreneurship	Contact Hours: 9
• Entrepreneurship: Concept & Evolution • Entrepreneurial Mindset & Competencies • Entrepreneurial Ecosystem • Opportunity Identification & Feasibility		
Unit-4	**Venture Creation & Business Development**	**Contact Hours: 9**
• Lean Startup & Business Model Design • Business Planning & Venture Launch • Intellectual Property & Innovation Protection • Financing New Venture		
Unit-5	**Government Policy & Institutional Support for Entrepreneurship**	**Contact Hours: 9**
• Role of Government in Entrepreneurship Development • Entrepreneurship Development Policies in India • Government Schemes & Startup Initiatives • Institutional & Financial Support • Inclusive & Sustainable Entrepreneurship		

Suggestive Readings:

Text Books:

- Peter F. Drucker, Innovation and Entrepreneurship, Harper Business, 2015.
- Robert D. Hisrich, Michael P. Peters & Dean A. Shepherd, Entrepreneurship, McGraw-Hill Education, 2023.

References:

- Tidd, Bessant & Pavitt, Managing Innovation, Wiley, 2021.
- Vijay Sathe, Corporate Entrepreneurship, Cambridge University Press, 2019.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Mapping

Program Outcomes → Course Outcomes ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
BBAMCC007CO1	3	2	1	1	1	2	1	3	1
BBAMCC007CO2	2	3	1	1	2	1	1	3	1
BBAMCC007CO3	2	3	2	2	2	1	1	3	1
BBAMCC007CO4	2	3	1	2	2	2	1	2	1
BBAMCC007CO5	2	3	2	2	3	2	1	3	2

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester				IV
Course Name	Strategic Management	L	T	P	C	Course Type
Course Code	BBAMCC008	3	1	0	4	MCC

Course Objectives:

This course ensures that the students understand how:

1	Understand the core concepts and frameworks of strategic management.
2	Analyze internal and external environments for strategic decision-making.
3	Develop the ability to formulate and implement effective business strategies
4	Evaluate organizational performance and control strategies using key metrics.
5	Understand the impact of globalization and emerging trends on strategic management.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
BBAMCC008CO1	Explain the concepts, evolution, and process of strategic management and its role in achieving competitive advantage.	L2
BBAMCC008CO2	Analyze the external and internal business environment using strategic tools to formulate effective strategies.	L4
BBAMCC008CO3	Apply strategy implementation techniques by aligning organizational structure, resources, leadership, and culture.	L3
BBAMCC008CO4	Analyze strategic evaluation and control mechanisms to assess organizational performance and manage risks.	L4
BBAMCC008CO5	Evaluate global strategies and emerging trends such as digital transformation, AI, and sustainability in strategic decision-making.	L5

Syllabus:

Unit-1	Introduction to Strategic Management
• Definition, Scope, and Importance of Strategic Management • Evolution of Strategic Management • Strategic Management Process: Vision, Mission, and Objectives • Types of Strategies: Corporate, Business, and Functional • Role of Strategy in Competitive Advantage	
Unit-2	**Environmental Analysis and Strategic Formulation**
• External Environmental Analysis: PESTLE, Porter's Five Forces • Internal Environmental Analysis: Resource-Based View (RBV), VRIO Framework • SWOT Analysis • Strategy Formulation at Corporate, Business, and Functional Levels • Competitive Strategies: Cost Leadership, Differentiation, and Focus	
Unit-3	**Strategy Implementation**
• Organizational Structure and Design for Strategy Implementation • Aligning Organizational Resources with Strategy • Leadership and Strategy Implementation	

• Corporate Culture and Strategic Change Management • Managing Resistance to Change	
Unit-4	**Strategic Evaluation and Control**
• Strategic Control Systems: Types and Processes • Balanced Scorecard and Strategic Performance Management • Measuring Strategic Performance: Financial and Non-Financial Metrics • Strategic Audits and Feedback Mechanisms • Risk Management and Contingency Planning	
Unit-5	**Global Strategies and Emerging Trends**
• Globalization and International Strategy • Strategic Alliances, Mergers, and Acquisitions • Strategies for Emerging Markets Innovation and Strategic Entrepreneurship • Emerging Trends in Strategic Management: Digital Transformation, AI, Sustainability	

Suggestive Readings:

Text Books:

- Azhar Kazmi, Adela Kazmi, "Strategic Management", McGrawHill
- Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson, "Strategic Management: Competitiveness and Globalization: Concepts and Cases", Cengage

References:

- Thomas L. Wheelen, J. David Hunger, Alan N. Hoffman, Charles E. Bamford, Purva Kansal, " Strategic Management and Business Policy", Pearson Education.
- Jay B. Barney, William Hesterly, Arunaditya Sahay, Srinivasan Iyenger, "Strategic Management and Competitive Advantage: Concepts and Cases", Pearson Education

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
BBAMCC008CO1	3	1	1	1	1	2	1	2	1
BBAMCC008CO2	2	1	3	1	1	2	2	3	1
BBAMCC008CO3	2	1	2	2	1	2	1	3	2
BBAMCC008CO4	2	2	3	1	1	2	1	3	2

BBAMCC008CO5	2	1	2	2	2	2	3	3	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester				V
Course Name	Research Methodology	L	T	P	C	Course Type
Course Code	BBAMCC009	3	1	0	4	MCC

Course Objectives:

This course ensures that the students understand how:

1	To introduce the fundamental concepts and types of research.
2	To explain the process of identifying research problems and designing research studies.
3	To develop understanding of sampling, scaling, and data collection techniques.
4	To familiarize students with basic data analysis and statistical tools.
5	To enable students to prepare and present a structured research report.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
BBAMCC009CO1	Understand and explain the meaning, objectives, types, and significance of research	L2
BBAMCC009CO2	Apply concepts of research problem formulation, hypothesis development, and research design	L3
BBAMCC009CO3	Apply appropriate sampling and scaling techniques in research studies	L3
BBAMCC009CO4	Apply suitable methods of data collection and basic data processing techniques	L3
BBAMCC009CO5	Analyze and interpret research data using basic statistical tools and prepare a research report	L4

Syllabus:

Unit-1	**Introduction**
Meaning-objectives–Types of research (Descriptive, Analytical, Applied, Fundamental, Quantitative, Qualitative, Conceptual and Empirical research) - research approaches (Quantitative and Qualitative Approaches) - Objective of Research, Application of Research, Role of research, significance of research, research process, criteria of good research.	
Unit-2	**Research Problem and Research Design**
Meaning - selecting and formulating of the problem- quality of good research problem, formulation of hypothesis (concept only). Developing the research plan Research Design: Various Method of Research Design, Important Experimental Research Designs.	
Unit-3	**Scaling and Sampling**
Measurement and Scaling: Types of Scales, Sampling: Concept and Objective, Various Techniques of Sampling and their advantages & disadvantages, Problem Associated with Sampling, Determining Sample Size.	
Unit-4	**Data Collection and Processing**
Primary and Secondary Data: Methods of Collecting Primary Data, Advantages & Disadvantages of Primary Data & Secondary Data, Essentials Characteristics for Selecting	

Secondary Data. Basic Methods of Collecting Data, their relative Advantages & Disadvantages, Questionnaire Design and issues, Precautions in Preparation of Questionnaire.	
Unit-5	**Data Analysis and Reporting the Results**
Data Processing, Analysis and Estimation, Hypothesis Testing, Bi-variate Analysis: Chi square, Correlation, Rank Correlation, Regression Analysis, Analysis of Variance. Report Preparation: Layout of Research Report; Precautions in Preparing the Research Report, Bibliography and Annexure in Report,	

Suggestive Readings:

Text Books:

1. Cooper Donald & Schindler Pamela, *Business Research Methods*, TMGH, 9th edition.
2. Kothari C.R., *Research Methodology*, New Age International Publishers, 5e, 2023.
3. Kumar Ranjit, *Research Methodology*, SAGE Publications Pvt. Ltd, 4e, 2023.

Reference Books:

1. Shukla S.M. and Sahai S.P., *Principles of Statistics*, Sahitya Bhawan Publications.
2. Bryman Alan & Bell Emma, *Business Research Methods*, Oxford University Press.
3. Chandra Vinod & Hareendran Anand, *Business Research Methods*, Pearson Education.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
BBAMCC009CO1	3	2	1	0	1	1	1	0	2
BBAMCC009CO2	2	3	1	0	1	1	1	2	2
BBAMCC009CO3	2	3	0	0	2	0	0	1	2
BBAMCC009CO4	2	3	1	0	2	1	0	1	2
BBAMCC009CO5	3	3	2	1	2	1	1	2	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester VI			
Course Name	Legal and Ethical Dimensions of Business	L	T	P	C
Course Code	BBAMCC010	4	0	0	4

Course Objectives:

This course ensures that the students understand how:

1	Understand the basic concepts, nature, and importance of business law and business ethics.
2	Familiarize themselves with the legal framework governing business operations in India.
3	Analyze ethical issues and dilemmas faced by businesses in contemporary environments.
4	Examine the role of corporate governance, CSR, and stakeholder responsibility.
5	Apply legal and ethical principles for responsible and sustainable business practices.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
BBAMCC010CO1	Explain fundamental concepts of business law, ethics, and their relevance to business decisions.	L2
BBAMCC010CO2	Apply legal provisions and ethical principles to practical business situations.	L3
BBAMCC010CO3	Analyze legal and ethical issues affecting organizations and stakeholders.	L4
BBAMCC010CO4	Evaluate corporate governance practices, CSR initiatives, and ethical compliance mechanisms.	L5
BBAMCC010CO5	Develop ethical decision-making frameworks for responsible and sustainable business conduct.	L6

Syllabus:

Unit-1	Conceptual Framework
Meaning and nature of Business Law, Scope and importance of business law in modern organizations, Sources of Business Law in India, Meaning and concept of Business Ethics, Ethical theories and principles, Relationship between law, ethics, and business, Ethical challenges in business environment	
Unit-2	**Legal Environment of Business**
Indian Contract Act, 1872 – Essentials of a valid contract, Types of contracts and discharge of contract, Sale of Goods Act – key provisions, Consumer Protection Act – rights and remedies, Intellectual Property Rights (IPR): Patents, Trademarks, Copyrights, Legal compliance and business responsibility.	
Unit-3	**Ethical Decision-Making and Corporate Governance**
Ethical decision-making models, corporate governance: meaning, principles, and importance, Board of Directors and ethical leadership, Role of SEBI and corporate governance codes, corporate frauds and ethical failures (case illustrations)	
Unit-4	**Corporate Social Responsibility and Sustainability**
Concept and evolution of CSR, CSR provisions under Companies Act, 2013, Stakeholder theory and ethical responsibility, Environmental ethics and sustainable development, Business ethics in globalization and digital economy.	
Unit-5	**Contemporary Issues and Ethical Challenges**

Ethical issues in marketing, finance, HR, and operations, Whistleblowing and ethical compliance mechanisms, Ethics in e-commerce and digital business, social media ethics and data privacy, Future trends in business law and ethics

Suggestive Readings:

Text Books:

1. Kapoor, N. D. – *Elements of Mercantile Law*, Sultan Chand & Sons.
2. Velasquez, M. G. – *Business Ethics: Concepts and Cases*, Pearson Education.
3. Badi & Badi – *Business Ethics*, Vrinda Publications

Reference Books:

1. Clarkson, M. – *Business Ethics and Stakeholder Management*, Cengage Learning.
2. Crane, A. & Matten, D. – *Business Ethics*, Oxford University Press.
3. Government of India – *Companies Act, 2013* and allied rules.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
BBAMCC010CO1	3	1	1	0	0	3	1	0	1
BBAMCC010CO2	2	3	1	1	0	3	1	1	1
BBAMCC010CO3	2	3	1	1	0	3	2	0	1
BBAMCC010CO4	2	2	1	2	1	3	2	1	1
BBAMCC010CO5	1	3	2	2	1	3	2	2	2

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester VII

Course Name	Production & Operation Management	L	T	P	C
Course Code	BBAMCC011	4	0	0	4

Course Objectives:

This course ensures that the students understand how:

1	Understand the basic concepts, scope, and importance of production and operations management in business organizations.
2	Learn the role of operations in manufacturing and service sectors.
3	Apply fundamental tools and techniques for production planning and control.
4	Understand quality management, productivity improvement, and operational efficiency.
5	Develop analytical thinking to solve basic operational problems in organizations.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
BBAMCC011CO1	Explain the concepts, functions, and scope of production and operations management.	L2
BBAMCC011CO2	Apply production planning and control techniques in simple business situations.	L3
BBAMCC011CO3	Apply basic methods of plant layout, location, and capacity planning.	L3
BBAMCC011CO4	Apply quality management and inventory control techniques to improve operational efficiency.	L3
BBAMCC011CO5	Analyze productivity and operational performance issues in manufacturing and service organizations.	L4

Syllabus:

Unit-1	Introduction to Production & Operations Management
Meaning and definition of Production and Operations Management, Scope and importance of Operations Management, Production system: Inputs–Transformation–Outputs, Manufacturing vs Service Operations, Role of Operations Manager, Types of production systems (Job, Batch, Mass, Continuous)	
Unit-2	**Facility Location and Plant Layout**
Facility location: Meaning and importance Factors affecting location decisions Types of plant layout (Product, Process, Fixed position, Cellular) Advantages and limitations of different layouts Introduction to capacity planning	
Unit-3	**Production Planning and Control**
Meaning and objectives of Production Planning and Control (PPC) Forecasting: concept and importance Routing, Scheduling, Dispatching, and Follow-up Work measurement and productivity Introduction to project management (PERT & CPM – basics)	

Unit-4	Quality Management and Inventory Control
Concept of quality and quality control Quality assurance vs quality control Introduction to Total Quality Management (TQM) Inventory management: Meaning and importance Inventory control techniques: EOQ, ABC analysis Just-in-Time (JIT) – basic concept	
Unit-5	**Productivity and Emerging Trends in Operations**
Productivity: Meaning, measurement, and improvement Methods of improving productivity Maintenance management: preventive and breakdown maintenance Operations in service organizations Introduction to Lean Operations and Sustainable Operations Role of technology in operations management	

Suggestive Readings:

Text Books:

1. Krajewski, L. J., Ritzman, L. P., & Malhotra, M. K., *Operations Management: Processes and Supply Chains*, Pearson Education.
2. Stevenson, W. J., *Operations Management*, McGraw-Hill Education.
3. Sharma, J. K., *Production and Operations Management*, Macmillan India.

Reference Books:

1. Chase, R. B., Jacobs, F. R., & Aquilano, N. J., *Operations Management for Competitive Advantage*, McGraw-Hill.
2. Slack, N., Chambers, S., & Johnston, R., *Operations Management*, Pearson.
3. Mahadevan, B., *Operations Management: Theory and Practice*, Pearson Education.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
BBAMCC011CO1	3	1	1	0	1	1	1	0	1
BBAMCC011CO2	2	3	1	1	2	1	0	1	1
BBAMCC011CO3	2	3	0	1	2	0	0	1	1
BBAMCC011CO4	2	3	0	1	3	1	0	1	1

BBAMCC011CO5	2	3	1	1	2	1	1	1	2

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	**Bachelor of Business Administration**	**Semester VII**			
Course Name	**International Business Management**	**L**	**T**	**P**	**C**
Course Code	**BBAMCC012**	**4**	**0**	**0**	**4**

Course Objectives:

This course ensures that the students understand how:

1	Understand the concept, scope, and evolution of International Business Management, including reasons for internationalization and various entry strategies adopted by firms.
2	Analyze the international business environment, with special reference to cultural, political, legal, economic, technological, and ecological factors affecting global operations.
3	Develop an understanding of international business strategies, including global competitive advantage, strategic alliances, mergers, acquisitions, and emerging models of international strategic management.
4	Examine organizational and control mechanisms in international business, focusing on global human resource management, leadership, motivation, and multicultural team management.
5	Recognize the role of globalization with social responsibility, emphasizing ethical practices, corporate social responsibility of multinational corporations, and global marketing approaches.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
BBAMCC012CO1	Understanding the concepts, scope and future of international business management.	L2
BBAMCC012CO2	Analyzing international business environment	L4
BBAMCC012CO3	Establishing linkages between international institutions and organizations	L4
BBAMCC012CO4	Recommending strategies to support business ethics, corporate sustainability and social responsibility initiatives.	L5
BBAMCC012CO5	Developing international strategies and preparing framework for implementation and evaluation	L6

Syllabus:

Unit-1	**Evolution of International Business Management:**
Introduction to International Business; Concept and Definition of International Business Management; Reasons for going International, International Entry Modes, Strategy of the Internationalization of Business, Global Challenges, Entry Barriers, Future of International Business in India. One relevant Case Study/ Case let from the unit.	

Unit-2	**International Business Environment:**
Cultural Environment of Business, Hofstede Study, Edward T Hall Study, Cultural Adaptation, Political, Legal, Economic, Ecological and Technological Environment. One relevant Case Study/ Case let from the unit.	
Unit-3	**Formulating Strategy for International Business Management:**
Strategy as a Concept, Implementing Global Strategy, Emerging Models of Strategic Management in International Context, Achieving and Sustaining International Competitive Advantage; International Strategic Alliances, Theories of International Business, Global Mergers and Acquisition. One relevant Case Study/ Case let from the unit.	
Unit-4	**Organizing and Controlling for International Competitiveness:**
Human Resource Management- Selection, Development, Performance, Appraisal and compensation, motivating employees in the global context and managing groups across cultures, Multicultural management, Global Leadership. One relevant Case Study/ Case let from the unit.	
Unit-5	**Globalization with Social Responsibility:**
Globalization with social responsibility- Introduction, Social responsibility of TNC, Recent development in corporate social responsibility Growing importance of social responsibility in MNC, Global Marketing. One relevant Case Study/ Case let from the unit.	

Suggestive Readings:

Text Books:

1. Francis Cherunilam; International Business, Prentice Hall of India, New Delhi.

Reference Books:

1. Thakur M., Burton and Gene, E, International Management. McGraw Hill.
2. Hodgetts R. &Luthens F., International Management. McGraw Hill Inc.
3. Deresky, International Management: Managing across borders and culture, Pearson Education.
4. Lasserre Philippe, Global Strategic Management, Palgrave McMillan.
5. Francis Cherunilam, International Business Environment, Himalaya Publishing House

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/	☑		10			Group	Levels 1 to 5

Case Study/ Project							
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**
BBAMCC012CO1	3	1	1	0	1	1	2	1	1
BBAMCC012CO2	2	3	1	0	1	1	3	1	1
BBAMCC012CO3	2	2	1	1	0	1	3	0	1
BBAMCC012CO4	2	2	1	1	0	3	2	1	1
BBAMCC012CO5	3	3	2	2	1	2	3	3	2

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester VIII			
Course Name	**Project Management for Managers**	**L**	**T**	**P**	**C**
Course Code	**BBAMCC013**	**4**	**0**	**0**	**4**

Course Objectives:

This course ensures that the students understand how:

1	Understand the fundamentals, concepts, and significance of project management in organizations.
2	Apply project planning techniques related to scope, time, cost, and quality management.
3	Use project management tools and techniques for scheduling, monitoring, and control.
4	Develop skills for managing project teams, communication, and risk effectively.
5	Analyze project performance and identify causes of project success or failure.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
BBAMCC013CO1	Explain the meaning, characteristics, project life cycle, and roles of stakeholders in project management.	L2
BBAMCC013CO2	Apply project planning and scope management tools such as project charter, WBS, Gantt chart, PERT, and CPM for effective project scheduling.	L3
BBAMCC013CO3	Apply cost, time, and quality management techniques to plan, monitor, and control project performance.	L3
BBAMCC013CO4	Apply risk management, communication, leadership, and human resource management principles to manage project teams effectively.	L3
BBAMCC013CO5	Analyze project monitoring data to evaluate project performance, identify causes of success or failure, and address ethical issues in project management.	L4

Syllabus:

Unit-1	Introduction to Project Management
Meaning and definition of a project, Project vs. operations, Characteristics of a project, Project management: concept, objectives, and importance, Project life cycle and phases, Role of a project manager, Project stakeholders and their expectations. One relevant Case Study/ Case let from the unit.	

Unit-2	Project Planning and Scope Management
Project identification and selection, Project charter and feasibility analysis, Scope planning and scope statement, Work Breakdown Structure (WBS), Project scheduling: Gantt Chart and Network Techniques, PERT and CPM basics. One relevant Case Study/ Case let from the unit.	
Unit-3	Project Cost, Time, and Quality Management
Project cost estimation techniques, Budgeting and cost control, Time management and resource allocation, Quality planning and quality control, Introduction to project performance measurement. One relevant Case Study/ Case let from the unit.	
Unit-4	Project Risk, Communication, and Human Resource Management
Project risk: meaning, types, and risk management process, Risk identification, analysis, and mitigation, Project communication management, Project human resource management, Team formation, leadership, motivation, and conflict management One relevant Case Study/ Case let from the unit.	
Unit-5	Project Monitoring, Control, and Closure
Project monitoring and control process, Earned Value Analysis (EVA) – basics, Project reporting and documentation, Project closure and post-project evaluation, Causes of project success and failure, Ethical issues in project management One relevant Case Study/ Case let from the unit.	

Suggestive Readings:

Text Books:

K. K. Chitkara, *Project Management: Planning, Implementation and Control*, McGraw Hill.

P. K. Joy, *Total Project Management*, Macmillan India.

Reference Books:

Harold Kerzner, *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*, Wiley.

Clifford F. Gray & Erik W. Larson, *Project Management: The Managerial Process*, McGraw Hill.

PMI, *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*, Project Management Institute.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/	☑		10			Group	Levels 1 to 5

Case Study/ Project							
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**
BBAMCC013CO1	3	1	1	1	0	1	1	0	1
BBAMCC013CO2	2	3	1	1	2	0	0	1	1
BBAMCC013CO3	2	3	1	1	2	1	0	1	1
BBAMCC013CO4	1	2	3	3	1	2	1	1	1
BBAMCC013CO5	2	3	1	2	1	3	1	1	2

1 = Low, **2 = Moderate**, **3 = High** contribution.

Major Discipline Course (MDC)

Program	Bachelor of Business Administration	Semester			
Course Name	**Human Resource Management**	**L**	**T**	**P**	**C**
Course Code	BBAMDC001	**3**	**1**	**0**	**4**

Course Objectives:

This course ensures that the students understand how:

1	Analyze the strategic role of HRM in organizations and evaluate its impact on organizational performance
2	Evaluate the current trends in HRM and their implications for managing human resources effectively in a dynamic business environment
3	Apply HRM principles and practices in the areas of recruitment, selection, and talent acquisition to attract and retain high-quality employees
4	Assess the importance of employee development, engagement, and performance management in enhancing individual and organizational effectiveness
5	Examine the processes and strategies involved in employee development, engagement, and performance management.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
BBAMDC001CO1	Remembering: Define and recall key marketing concepts and terminologies.	L1
BBAMDC001CO2	Remembering: Identify the stages in the consumer decision-making process.	L1
BBAMDC001CO3	Understanding: Explain the process of market segmentation and targeting.	L2
BBAMDC001CO4	Understanding: Discuss the ethical issues and challenges in marketing.	L2
BBAMDC001CO5	Applying: Use the marketing mix elements to design a basic marketing strategy.	L3

Syllabus:

Unit-1	**FOUNDATIONS OF HRM**

Introduction to HRM, Strategic role of HR in Business, Alignment of Human Resources practices and organizational goals, classify different functions/domains in HR, Different roles in respective HR Domain, HR Practices, Hierarchy levels and Structure, Human Resource Planning, Policies, and Practices, create an organizational structure for your own company and decide hierarchy levels and allocate resources with reasons for selecting	
Unit-2	**RECRUITMENT AND SELECTION**
Job Analysis, Job descriptions, Job specifications, and their difference, Techniques for attracting candidate pool: Online /Offline methods, Selection process: Employee Testing, Talent Acquisition and its process, Identifying various job portals, Sourcing right CV in Talent Acquisition, Interview Techniques in HRM, Interview Feedback and Emails, Components of an Offer Letter	
Unit-3	**EMPLOYEE DEVELOPMENT AND ENGAGEMENT**
Drivers of Engagement, Engagement Models Engagement Initiatives, Employee Recognition Programs, Introduction to Learning and Development Importance and Process in Learning and Development in Global Perspective.	
Unit-4	**PERFORMANCE MANAGEMENT AND TALENT MANAGEMENT**
Performance Management Process, Goal Setting, Performance Evaluation and Feedback, Performance rewards, appraisal, appraisal methods, and biases in performance management, Objectives of Talent Management, Characteristics of High Potentials, Identification and Management of High Potential Employees, Succession Planning.	
Unit-5	**HR OPERATIONS AND COMPENSATION AND BENEFITS**
HR Ops: Documents and Letters, HRMS, Managing Employee Database, Job orientation or Onboarding process, Importance of Onboarding, Induction vs. boarding, Benchmarking, Components of Pay Structure: Point factor method, Market Analysis, Compensation: Payroll and Incentives, Payroll: Managing Payroll, Payroll Compliance, Total Rewards for Work, Employee Benefits and Importance of Wellness, New Age Benefits, Employee Relations: Grievance Handling, Conflict Management, and Collective Bargaining, The intent of Exit: Retention or Notice Period and Negotiation, F&F and Experience Letter, Placement Practice Module.	

Suggestive Readings:

Text Book

- Dipak Kumar Bhattacharya, Human Resource Planning, Excel Books.
- R. S. Dwivedi, Manpower Management, McGrawHill.

Reference Books:

- VSP Rao, "Human Resource Management", (2010), Excel Books, 3rd Edition Reference Books.
- K Aswathappa, "Human Resource and Personnel Management" (2017) Tata McGraw Hill, 8th Edition

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5

Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**
BBAMDC001CO1	3	1	1	0	0	0	0	0	1
BBAMDC001CO2	3	2	1	0	0	0	0	0	1
BBAMDC001CO3	3	2	1	0	0	1	1	1	1
BBAMDC001CO4	2	2	1	0	0	3	1	0	1
BBAMDC001CO5	3	3	2	1	1	1	1	2	2

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester I			
Course Name	**Principal of Airline Airport Management**	**L**	**T**	**P**	**C**
Course Code	**BBAMDC002**	**3**	**1**	**0**	**4**

Course Objectives:

This course ensures that the students understand how:

1	Understand the structure, evolution, and global significance of the air transportation industry, including its regulatory framework and institutional support systems.
2	Explain the airline business model, competitive environment, ownership structures, cost characteristics, and strategic alliances in the aviation sector.
3	Familiarize students with airport operations, aircraft manufacturing systems, and public–private partnership (PPP) models in aviation infrastructure.
4	Develop knowledge of air freight operations, cargo management, pricing mechanisms, and the role of aviation in international trade and logistics.
5	Acquire practical understanding of aircraft types, layouts, systems, and aviation terminology used in airline, airport, and ground operations.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
BBAMDC002CO1	Explain the structure, evolution, and global impact of the air transportation industry, including the role of international regulatory bodies such as IATA and ICAO.	L2
BBAMDC002CO2	Describe the airline business model, including types of airlines, cost structures, route networks, alliances, and loyalty programs in a competitive and regulated environment.	L2
BBAMDC002CO3	Analyze airport operations, aircraft manufacturing systems, and public–private partnership (PPP) models used in airport and airline management.	L4
BBAMDC002CO4	Explain the functioning of the air freight business, including cargo operations, pricing, unit load devices (ULDs), and the role of air transport in global export–import trade.	L2
BBAMDC002CO5	Identify and apply aircraft terminology, types, layouts, systems, and ground/airport operations terminology for effective communication in aviation operations.	L3

Syllabus:

Unit-1	THE AIR TRANSPORTATION INDUSTRY
Aviation industry. Types of air carriers, the passenger industry, general aviation. Impact of aviation globally. Aviation history and present scenario. Airline industry perspective. Regulatory organizations including IATA and ICAO.	
Unit-2	**THE AIRLINE BUSINESS**
The Airline Business. Competition and government regulations. Ownership of airlines. The cyclical nature of the airline business. Distribution of world passenger traffic. The nature of airline product. Types of airlines. Airline costs. Low-cost carriers and full services carriers. The route networks. Airline alliances. Airline loyalty schemes. Aviation Checklist	
Unit-3	**THE AIRPORT AND AIRCRAFT MANUFACTURER**
Airport working model and Aircraft Manufacturer companies and their market share. The multi-airports system. Airside and landside of airport. PPP model in airlines.	
Unit-4	**THE AIR FREIGHT BUSINESS**
Cargo Business, Introduction to air freight. Distribution of air freight. Key players in air transport. Demand of air freight. Introduction to freight charge and Unit Load Device (ULD). Help understanding the core of export & import national & at global level.	
Unit-5	**AIRCRAFT FAMILIARIZATION**
Aircraft Familiarization, Aircraft Types, Aircraft Layout and Terminology, Aircraft Furnishings, Systems and Terminology, General Aviation and Ground and Airport Operations Terminology.	

Suggestive Readings:

Text Books:

1. Belobaba, P., Odoni, A., & Barnhart, C. The Global Airline Industry – Wiley
2. Wells, A. T., & Wensveen, J. G. Air Transportation: A Management Perspective – Routledge
3. Doganis, R. Flying Off Course: Airline Economics and Marketing – Routledge

Reference Books:

Ashford, N., Mumayiz, S., & Wright, P. *Airport Engineering: Planning, Design, and Development of 21st Century Airports* – Wiley

Button, K. *The Economics of International Air Transportation* – Routledge

Zhang, A., & Zhang, Y.*Airline Economics and Finance* – McGraw-Hill

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
BBAMDC002CO1	3	1	1	0	0	1	3	0	1
BBAMDC002CO2	3	2	1	1	1	1	2	2	1
BBAMDC002CO3	3	3	1	2	1	1	2	1	1
BBAMDC002CO4	3	2	1	1	1	1	3	2	1
BBAMDC002CO5	2	1	3	1	2	0	1	0	1

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester I			
Course Name	**Financial Management**	**L**	**T**	**P**	**C**
Course Code	BBAMDC003	**3**	**1**	**0**	**4**

Course Objectives:

This course ensures that the students understand how:

1	To introduce students to the basic concepts and importance of financial management.
2	To develop understanding of investment, financing, and dividend decisions.
3	To enable students to apply basic capital budgeting and leverage concepts.
4	To familiarize students with sources of finance and dividend theories.
5	To provide basic knowledge of working capital management.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
BBAMDC003CO1	Define and explain basic concepts of financial management	L2
BBAMDC003CO2	Apply capital budgeting techniques in simple investment decisions	L3
BBAMDC003CO3	Analyze different long-term sources of finance	L4
BBAMDC003CO4	Evaluate dividend theories and dividend decisions	L5
BBAMDC003CO5	Apply and analyze working capital management concepts	L4

Syllabus:

Unit-1	**Introduction to Finance and Financial Management**
Concept, Nature, Objectives and Scope of Finance, Modern Conceptof Finance, Profit maximization vs. Wealth maximization, Financial Decision, Role of Financial Manager.	
Unit-2	**Investment Decision**
Investment Decision: Appraisal of project; Concept, Process & Techniques of Capital Budgeting and its applications; Risk and Uncertainty in Capital Budgeting; Leverage Analysis – financial,	

operating and combined leverage.	
Unit-3	**Financing Decision**
Financing Decision: Long-term sources of finance, potentiality of equity shares, preference shares, debentures and bonds as sources of long-term finance; Concept and Importance of capital structure decision.	
Unit-4	**Dividend Decision**
Dividend Decision: Concept of retained earnings and plough back of profits, Relevance and Irrelevance Theories of dividend decision: Walter's Model, Gordon's Model and Modigliani Miller Model; Factors affecting dividend decision	
Unit-5	**Working Capital**
Dividend Decision: Concept of retained earnings and plough back of profits, Relevance and Irrelevance Theories of dividend decision: Walter's Model, Gordon's Model and Modigliani Miller Model; Factors affecting dividend decision.	

Suggestive Readings:

Text Books:

1. Dr. K.G. Gupta -Principles of Financial Management, KG Publications.
2. Prasanna Chandra: Financial Management. McGraw Hill Publications.

Reference Books:

1. V. Saran, Financial Management, PHI, Pearson Education**,** New Delhi.
2. Pandey, I.M, Financial Management, Vikas Publishing House
3. Khan and Jain, Financial Management, McGraw Hill Publishing House.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
BBAMDC003CO1	3	1	1	0	0	1	0	0	1
BBAMDC003CO2	2	3	1	0	1	1	1	2	1
BBAMDC003CO3	3	3	1	0	1	1	1	2	1
BBAMDC003CO4	2	3	1	0	0	1	1	1	1
BBAMDC003CO5	3	3	1	1	1	1	0	2	2

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester				II
Course Name	**Introduction of Financial Technology**	L	T	P	C	Course Type
Course Code	**BBAMDC004**	3	1	0	4	MDC

Course Objectives:

This course ensures that the students understand how to:

1	To introduce students to the fundamental concepts, scope, evolution, and ecosystem of Financial Technology
2	To develop an understanding of core technologies such as blockchain, artificial intelligence, data analytics, and cloud computing that enable FinTech solutions.
3	To familiarize students with digital payment systems, platforms, and innovations transforming financial services delivery.
4	To examine regulatory frameworks, security issues, and risk management practices associated with FinTech applications.
5	To analyze real-world FinTech case studies and assess their impact on banking, financial inclusion, and customer experience.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	Level
BBAMDC004CO1	Explain the meaning, scope, evolution, and key stakeholders of the fintech ecosystem.	L1
BBAMDC004CO2	Identify and describe major technologies such as blockchain, AI, data analytics, and cloud computing used in financial services.	L2
BBAMDC004CO3	Evaluate digital finance models and payment systems in comparison with traditional financial systems.	L3
BBAMDC004CO4	Assess regulatory, security, and ethical challenges associated with fintech applications.	L4
BBAMDC004CO5	Analyze fintech case examples and demonstrate their application in modern banking and financial services.	L5

Syllabus:

Unit-1	**Fundamentals of Financial Technology**	Contact Hours: 7
• Meaning, scope, evolution of FinTech • Difference between traditional vs. digital finance • Drivers: digitalization, internet, mobile tech • Pillars of FinTech • Key stakeholders (regulators, banks, startups, customers)		
Unit -2	**Technologies empowering Fintech**	Contact Hours: 8
• Blockchain basics & finance applications • Data & analytics in financial services • AI & chatbots: customer service, fraud detection • Cloud computing for scalability • *Case examples: UPI, SBI YONO*.		

Unit -3	**FinTech Applications in Financial Services**	Contact Hours: 9
• FinTech in lending: P2P, digital credit • Crowdfunding & alternative financing • Digital payments: Debit/Credit cards, UPI, wallets • Bank transfers: NEFT, RTGS, IMPS • Digital-only bank concept • Traditional vs. Neo-banks		
Unit -4	**Compliance and Regulation**	Contact Hours: 8
• Regulatory frameworks (RBI, SEBI, NPCI basics) • Data privacy & security concerns • Ethical issues in automation (jobs, fairness, transparency) • Legal & regulatory challenges in India • Responsible & sustainable FinTech practices		
Unit -5	**Future of FinTech**	Contact Hours: 9
• Artificial Intelligence, Big Data, and Machine Learning in FinTech • Introduction to emerging trends • Basics of DeFi • Tokenization & NFTs • Concept of Quantum computing		

Suggestive Readings:

Text Book

- Arner, D. W., Barberis, J., & Buckley, R. P. (2016). *The Evolution of Fintech: A New Post-Crisis Paradigm*. Cambridge University Press.
- Schueffel, P. (2017). *The FinTech Dictionary*.

Reference Books:

1. Chishti, S., & Barberis, J. (2016). *The FinTech Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries*. Wiley.
2. Lee, D. K. C., & Deng, R. (2017). *Handbook of Blockchain, Digital Finance, and Inclusion*. Academic Press.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Traditional	Levels 1 to 5
Assignment/ Case Study/Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Mapping

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
BBAMDC004CO1	3	1	1	0	2	1	2	1	1
BBAMDC004CO2	2	2	1	0	3	1	1	1	1
BBAMDC004CO3	2	3	1	0	3	1	2	2	1
BBAMDC004CO4	2	2	1	0	2	3	2	1	1
BBAMDC004CO5	2	3	2	1	3	2	2	2	2

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester				II
Course Name	**Foundations of Business Analytics**	L	T	P	C	Course Type
Course Code	**BBAMDC005**	3	1	0	4	MDC

Course Objectives:

This course ensures that the students understand how to:

1	Understand the fundamental concepts of business analytics and its importance in decision-making.
2	Use basic analytical tools (Spreadsheets) to clean, organize, and visualize business data.
3	Apply descriptive analytics techniques to summarize data and identify patterns.
4	Interpret the results of basic predictive models to forecast future business trends.
5	Evaluate ethical considerations in data usage and apply analytics to real-world business problems.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	Level
BBAMDC005CO1	Recall fundamental terms: Big Data, Business Intelligence, and Analytics types.	L1
BBAMDC005CO2	Understand the process of data collection, cleaning, and preparation.	L2
BBAMDC005CO3	Apply spreadsheet functions to visualize data and calculate descriptive statistics.	L3
BBAMDC005CO4	Analyze business trends using basic predictive techniques like trend analysis and correlation.	L4
BBAMDC005CO5	Create a simple business dashboard to present insights for decision-making.	L6

Syllabus:

Unit-1	WHAT IS DATA?	Contact Hours: 8

Meaning of Data vs. Information; Why do businesses need data? (Example: How a shopkeeper counts stock); Simple examples of data in daily life (Instagram likes, Cricket scores); Introduction to "Big Data" (concept only). Activity: Discussion - How does YouTube know what video you want to watch next?		
Unit-2	GETTING STARTED WITH SPREADSHEETS	Contact Hours: 10
Introduction to Google Sheets / Excel; Understanding the screen (Rows, Columns, Cells); Entering text and numbers; Saving files; Basic Formatting (Bold, Colors, Borders); Sorting data (A-Z, Z-A). Project: Making a simple "Personal Monthly Expense" list.		
Unit-3	BASIC MATH FOR BUSINESS	Contact Hours: 10
Using simple formulas: SUM (Total), AVERAGE (Mean), MAX (Highest), MIN (Lowest); Understanding "What is an Average?"; finding errors in data (e.g., typing "100" vs "10O"). Project: Calculating the total marks of a student report card.		
Unit-4	SHOWING DATA WITH PICTURES (VISUALIZATION)	Contact Hours: 10
Why pictures are better than numbers; Creating simple Charts: Bar Charts (for comparison), Pie Charts (for percentage/share); How to read a chart; Adding titles to charts. Case Study: Fast Food Popularity - Which burger sells the most? (Visualizing simple sales data).		
Unit-5	ETHICS & PRESENTATION	Contact Hours: 7
Privacy: Is it okay for apps to track your location?; What is "Fake News" in data?; How to present your chart to the class; Creating a simple PDF report. Case Study: The Social Dilemma - simple discussion on privacy.		

Suggestive Readings:
Text Book

1. **GCF Global - Excel / Google Sheets Tutorials** (Highly Recommended)
2. **OpenLearn - "Take your first steps with Excel"**

Data Sources for Labs (Simple Data):

1. **Google Trends:** (Visual, easy to understand).
2. **Teacher Provided Data:** Small tables (20 rows max) created manually (e.g., List of 50 students and their heights).

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Traditional	Levels 1 to 5

Assignment/ Case Study/Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Mapping

PO → CO ↓	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**
BBAMDC005CO1	3	1	1	2	2	1	2	1	2
BBAMDC005CO2	3	3	3	2	2	2	2	2	2
BBAMDC005CO3	2	3	2	2	2	2	3	2	2
BBAMDC005CO4	2	3	2	2	2	2	2	3	2
BBAMDC005CO5	2	2	3	3	2	3	3	3	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration (BBA)	Semester			
Course Name	**Consumer Behaviour**	**L**	**T**	**P**	**C**
Course Code	BBAMDC006	**3**	**0**	**0**	**3**

Course Objectives:

This course ensures that the students understand how:

1	To understand the fundamental concepts of consumer behavior and the psychological processes driving consumer decisions.
2	To analyze the role of consumer insights in developing effective brand strategies and positioning.
3	To comprehend the external influences on consumer behavior, including culture, social class, and reference groups.
4	To evaluate various branding frameworks and strategies for building and sustaining brand equity.
5	To examine contemporary issues in consumer behavior and branding, including digital consumerism and ethical considerations.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
BBAMDC006CO1	Explain the key theories of consumer behavior and the components of brand management.	L2
BBAMDC006CO2	Apply consumer insights to segment markets and design targeted brand positioning strategies.	L3
BBAMDC006CO3	Analyze the impact of psychological and environmental factors on consumer decision-making processes.	L4

BBAMDC006CO4	Evaluate brand equity using standard models and assess the effectiveness of brand extension strategies.	L5
BBAMDC006CO5	Create a strategic brand management plan that leverages deep consumer insights for competitive advantage.	L6

Syllabus:

Unit-1	
Introduction to Consumer Behaviour: Meaning, Nature and Scope of Consumer Behavior; Reasons and Importance of studying Consumer Behaviour; Types of Consumer Behavior; Applying Consumer Behaviour Knowledge; Scope of Consumer Behaviour; Market Segmentation, Bases of Segmentation, and Criteria for Effective Targeting of Market Segments; Purchase behaviour and marketing implications; Positioning strategies for existing and new products; Re-positioning.	
Unit-2	
Consumer Motivation and Learning: Consumer Motivation; Consumer Involvement; Personality and Self-Concept; Perception; Consumer Learning and Memory; Attitudes, change Attitudes and its measurement; Psychographics - Values and Lifestyles.	
Unit-3	
Reference Groups and Family Influences: Reference groups and family influences; Opinion leadership and the diffusion of innovations; Social class, cultural, sub-cultural and cross-cultural influences on consumer behaviour; Personal influences; Family Influences; Environmental influences; Family Buying Behavior.	
Unit-4	
Problem Recognition and Evaluation: Problem recognition, search and evaluating, purchasing processes, post-purchase behaviour; Factors Affecting Consumer Behaviour; Consumer Satisfaction - mechanism of Consumer Satisfaction and Dissatisfaction; Repeated Buying, Brand and Shifting Loyalty; Complaint Behaviour; Consumerism; Organizational buying behaviour.	
Unit-5	
Models of Consumer Behaviour: Howard and Sheth Model; Nicosia Model; Engel, Kollat and Blackwell Model; Kerby model; Implications of these models for marketers.	

Suggestive Readings:

Text Books:

1. Schiffman, Leon G., and Kanuk, Leslie Lazar, "Consumer Behavior", Pearson.
2. Loudon, David L., and Della Bitta, Albert J., "Consumer Behavior: Concepts and Applications", McGraw Hill.
3. Kazmi, S.H.H., and Batra, Satish K., "Consumer Behaviour", Excel Books.

Reference Books:

1. Engel, James F., Blackwell, Roger D., and Miniard, Paul W., "Consumer Behavior", Thomson.
2. Raju, M.S., and Xardel, Dominique, "Consumer Behaviour", Vikas Publishing House.
3. Solomon, Michael R., "Consumer Behavior: Buying, Having, and Being", Pearson.

Assessment Scheme:

Component	**Adopted for this**	**Duration**	**Weightage**	**Date &**	**Venue**	**Remarks**	**Levels**

	Course			Time			
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**
BBAMDC006CO1	3	1	1	2	2	1	2	1	2
BBAMDC006CO2	3	3	3	2	2	2	2	2	2
BBAMDC006CO3	2	3	2	2	2	2	3	2	2
BBAMDC006CO4	2	3	2	2	2	2	2	3	2
BBAMDC006CO5	2	2	3	3	2	3	3	3	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester I			
Course Name	**Introduction to Logistic & Supply Chain Management**	**L**	**T**	**P**	**C**
Course Code	**BBAMDC007**	**4**	**0**	**0**	**4**

Course Objectives:

This course ensures that the students understand how:

1	Understand the basic concepts, scope, and importance of logistics and supply chain management.
2	Explain the components and functions of logistics systems and supply chains.
3	Analyze the role of transportation, warehousing, and inventory management in supply chain efficiency.
4	Understand the significance of information flow, coordination, and integration in supply chains.
5	Develop awareness about emerging trends, sustainability, and technology in logistics and supply chain management.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
BBAMDC007CO1	Explain basic concepts, scope, and importance of logistics and supply chain management.	L2
BBAMDC007CO2	Describe logistics functions such as transportation, warehousing, and inventory management.	L2
BBAMDC007CO3	Apply supply chain concepts to understand coordination among suppliers, manufacturers, and distributors.	L3
BBAMDC007CO4	Analyze supply chain challenges and performance issues in business organizations.	L4
BBAMDC007CO5	Evaluate emerging trends and sustainability practices in logistics and supply chain management.	L5

Syllabus:

Unit-1	Introduction to Logistics & Supply Chain Management
Meaning and definition of logistics and supply chain management; Evolution of logistics and SCM; Scope and objectives of logistics; Importance of logistics in business; Difference between logistics and supply chain management; Logistics as a competitive advantage.	
Unit-2	**Components of Supply Chain**
Supply chain structure and participants; Suppliers, manufacturers, distributors, retailers, and customers; Types of supply chains; Push vs. pull systems; Supply chain flows – material flow, information flow, and financial flow; Role of coordination and integration.	
Unit-3	**Logistics Functions**
Transportation management – modes of transportation and selection criteria; Warehousing – types, functions, and layout; Inventory management – meaning, types of inventory, inventory costs, EOQ basics; Packaging and material handling.	
Unit-4	**Supply Chain Planning and Performance**
Demand forecasting – concept and methods; Supply chain planning and coordination; Supply chain performance measurement; Key performance indicators (KPIs); Bullwhip effect; Challenges in supply chain management.	
Unit-5	**Emerging Trends in Logistics & SCM**
Role of information technology in SCM; E-logistics and digital supply chains; Green logistics and sustainable supply chain management; Global supply chains; Role of logistics service providers (3PL & 4PL); Future trends in logistics and SCM.	

Suggestive Readings:

Text Books:

Sunil Chopra & Peter Meindl *Supply Chain Management: Strategy, Planning, and Operation* – Pearson Education

Donald J. Bowersox, David J. Closs & M. Bixby Cooper *Supply Chain Logistics Management* – McGraw-Hill

Sople, V. V. *Logistics Management* – Pearson Education

Reference Books:

Christopher, Martin *Logistics and Supply Chain Management* – Pearson Education

Ballou, Ronald H. *Business Logistics / Supply Chain Management* – Pearson

Gokul S. & Bhat, Lo*gistics and Supply Chain Management* – Himalaya Publishing House

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5

Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
BBAMDC007CO1	3	1	1	2	2	1	2	1	2
BBAMDC007CO2	3	3	3	2	2	2	2	2	2
BBAMDC007CO3	2	3	2	2	2	2	3	2	2
BBAMDC007CO4	2	3	2	2	2	2	2	3	2
BBAMDC007CO5	2	2	3	3	2	3	3	3	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	**Bachelor of Business Administration**	**Semester I**			
Course Name	**Management Accounting**	**L**	**T**	**P**	**C**
Course Code	**BBAMDC008**	**4**	**0**	**0**	**4**

Course Objectives:

This course ensures that the students understand how:

1	To introduce the basic concepts of management accounting.
2	To develop understanding of financial statement analysis techniques.
3	To explain ratio analysis and its practical applications.
4	To familiarize students with fund flow and cash flow analysis.
5	To provide knowledge of budgeting and cost–volume–profit analysis.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
BBAMDC008CO1	Explain the meaning, objectives, and scope of management accounting.	L2
BBAMDC008CO2	Apply ratio analysis to evaluate liquidity, profitability, solvency, and efficiency.	L3
BBAMDC008CO3	Prepare fund flow and cash flow statements as per Indian Accounting Standards.	L3
BBAMDC008CO4	Apply budgetary control and break-even analysis for basic managerial decisions.	L3
BBAMDC008CO5	Analyze financial statements using comparative, common size, and	L4

	trend analysis.	

Syllabus:

Unit-1	**Introduction to Management Accounting**
Meaning, Definition, Objectives, Nature and Scope of Management Accounting; Relationship between Financial Accounting, Management Accounting and Cost Accounting; Meaning and objectives of Analysis of Financial Statements; Problems on Comparative Statement Analysis – Common Size Statement Analysis and Trend Analysis.	
Unit-2	**Ratio-Analysis**
Meaning and Concept of a Ratio; Uses & Limitations; Classification of Ratios; Types of Ratio Analysis; Numerical problems based on Liquidity Ratio; Profitability Ratio; Solvency Ratio and Turnover Ratio.	
Unit-3	**Fund Flow Analysis**
Meaning of Financial System; Structure of Indian financial System; Meaning of Money Market and Capital Market**;** Money Market Instruments; Money Market and Capital Market Reforms in India; Distinction between Money and Capital Market; Primary Markets; Book Building; Secondary Markets; Role of SEBI; National Depository System; Rolling Settlements – Online Stock Trading - Futures and Options; SHCIL Functions.	
Unit-4	**Cash Flow Analysis**
Meaning and Definition of Cash Flow Statement; Concept of Cash and Cash Equivalents; Uses and limitations of Cash Flow Statement; Preparation of Cash Flow Statement as per Indian AS -3 and AS-7 (Indirect Method Only), Numerical Problems.	
Unit-5	**Budgetary Control and Cost Volume Profit Analysis**
Concept of Budget , Budgetary Control , Objectives , Merits and Limitations of Budgetary Control, Types of Budgets, B.E.P, Graphical Representation of B.E.P , P/V Ratio , Margin of Safety.	

Suggestive Readings:

Text Books

1. Pillai, R. S. N., & Bagavathi. (1996). *Management Accounting*. New Delhi, India: S. Chand & Company Ltd.
2. Arora, M. N. (2017). *Management Accounting* (2nd ed.). Mumbai, India: Himalaya Publishing House.
3. Senthil Kumar, C. B., Chavan, R. R., & Singh, A. K. (Year). *Management Accounting*. Delhi, India: K.D. Publications.

Reference Books

1. Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, S. (2025). *Management Accounting* (Indian ed.). New Delhi, India: Sultan Chand & Sons.
2. Lal, J., & Srivastava, A. (Year). *Managerial Accounting*. Mumbai, India: Himalaya Publishing House.
3. Narasimhan, M. S. (2017). *Management Accounting*. New Delhi, India: Cengage Learning India.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5

Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
BBAMDC008CO1	3	2	1	1	0	1	0	1	1
BBAMDC008CO2	2	3	0	1	0	3	0	3	1
BBAMDC008CO3	2	3	0	0	0	3	1	2	1
BBAMDC008CO4	2	3	0	0	0	3	0	2	1
BBAMDC008CO5	2	3	1	0	0	3	2	3	1

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	**Bachelor of Business Administration**	**Semester**			
Course Name	**Management Information System**	**L**	**T**	**P**	**C**
Course Code	BBAMDC009	**3**	**1**	**0**	**4**

Course Objectives:

This course ensures that the students understand how:

1	To introduce the concepts and role of MIS in organizational decision making.
2	To understand the integration of MIS with business processes and operations.
3	To develop knowledge of IT infrastructure supporting MIS.
4	To analyze the use of business intelligence and analytics in management decisions.
5	To familiarize students with emerging MIS applications and digital transformation.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
BBAMDC009CO1	Explain the concepts and structure of MIS and its importance in managerial decision making.	L2
BBAMDC009CO2	Describe the role of MIS in supporting business processes and organizational functions.	L2
BBAMDC009CO3	Apply decision support and business intelligence tools to solve managerial problems.	L3
BBAMDC009CO4	Analyze IT infrastructure, cybersecurity issues and digital challenges in MIS implementation.	L4
BBAMDC009CO5	Evaluate emerging trends in MIS and their impact on organizational performance.	L5

Syllabus:

Unit-1	Introduction to MIS
Concept and meaning of MIS; evolution of information systems; role of MIS in organizations; MIS and managerial functions; types of information systems; decision-making process; MIS structure and components; information as a strategic resource.	
Unit-2	**MIS and Business Processes**
Business process reengineering; MIS support for functional areas—marketing, finance, HR, operations; transaction processing systems; management reporting systems; executive information systems; MIS and organizational effectiveness.	
Unit-3	**Information Technology Infrastructure**
Computer hardware and software; database management systems; networking and telecommunications; internet and intranet; cloud computing; cybersecurity and information security management.	
Unit-4	**Decision Support and Business Intelligence**
Decision support systems (DSS); group decision support systems; executive support systems; data warehousing; data mining; business analytics; AI applications in MIS; knowledge management systems.	
Unit-5	**Emerging Trends and Applications**
E-business and e-commerce systems; ERP systems; CRM and SCM; digital transformation; MIS in SMEs; ethical issues in information systems; future trends in MIS.	

Suggestive Readings:

Text Books:

1. Kenneth C. Laudon & Jane P. Laudon- Management Information Systems: Managing the Digital Firm, Pearson Education
2. Gordon B. Davis & Margrethe H. Olson- Management Information Systems, McGraw-Hill Education

References:

1. James O'Brien & George Marakas- Management Information Systems, McGraw-Hill Education
2. Efraim Turban, Jay Aronson & Ting-Peng Liang- Decision Support Systems and Intelligent Systems, Pearson Education

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
BBAMDC009CO1	3	2	1	0	2	0	1	0	1
BBAMDC009CO2	3	2	1	1	2	0	1	0	1
BBAMDC009CO3	2	3	1	1	3	0	1	2	1
BBAMDC009CO4	2	3	1	0	3	2	1	0	1
BBAMDC009CO5	2	3	1	1	3	1	2	2	2

1 = Low, **2 = Moderate**, **3 = High** contribution.

Multidisciplinary Courses (Select any One Group) MLC

Program	Bachelor of Commerce	Semester				
Course Name	**Business Communication and Professional Writing**	**L**	**T**	**P**	**C**	**Course Type**
Course Code	**BBAEC001**	**3**	**0**	**0**	**3**	**AEC**

Course Objectives:

This course ensures that the students understand how to:

1	Understand the fundamentals, process, and importance of business communication.
2	Develop clarity, accuracy, and professionalism in written communication.
3	Acquire skills to prepare effective business documents, reports, and proposals.
4	Enhance oral, interpersonal, and presentation skills for professional success.
5	Adapt to digital, social media, and contemporary workplace communication practices.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	Level
BBAAEC001CO1	Identify and analyze barriers to communication and apply strategies to overcome them.	L2
BBAAEC001CO2	Draft clear, concise, and professional business documents and emails.	L3
BBAAEC001CO3	Design effective business correspondence such as letters, memos, notices, and circulars.	L3
BBAAEC001CO4	Prepare structured professional reports, proposals, and academic writing projects.	L4
BBAAEC001CO5	Present ideas confidently using oral, visual, and digital communication tools in professional contexts.	L4

Syllabus:

Unit-1	**Fundamentals of Business Communication**	Contact Hours: 09
• Meaning, nature, scope, and importance of business communication • Objectives and functions of communication in business • Communication process and basic communication models • Types of communication: verbal, non-verbal, written, formal, and informal • Barriers to effective communication and techniques to overcome them • Principles of effective communication – **7 Cs** • Short activities: communication caselets and role plays		
Unit-2	**Professional Writing & Email Skills**	Contact Hours: 09

• Fundamentals of business writing: clarity, tone, conciseness, and correctness • Sentence construction and paragraph development • Email writing: format, subject lines, CC/BCC usage, and email etiquette • Drafting professional emails: requests, complaints, confirmations, reminders, and follow-ups • Introduction to business letters and memos with guided practice • Basics of résumé writing and cover letters • Editing and rewriting exercises		
Unit-3	**Business Reports and Proposal Writing**	Contact Hours: 09
• Meaning and importance of business reports • Types of reports: informational and analytical • Structure of a business report: title page, executive summary, body, and conclusion • Use of tables, charts, and visuals in reports • Basics of proposal writing: short internal and external proposals • Editing, proofreading, and formatting for professional presentation • Mini report/proposal preparation exercise		
Unit-4	**Oral & Interpersonal Communication**	Contact Hours: 09
• Basics of public speaking and presentation skills • Preparing and delivering presentations using PPT and visual aids • Group discussions: purpose, structure, and participation skills • Business meetings: agenda preparation and minutes writing • Interview skills: preparation, answering techniques, and body language • Listening skills, feedback, and handling interpersonal conflicts • Mock presentations and GD practice		
Unit-5	**Digital & Contemporary Business Communication**	Contact Hours: 09
• Email vs messaging tools (Teams, WhatsApp etiquette). • Social media for business (LinkedIn, blogs, professional branding). • Virtual communication: video calls, webinars, online meetings. • Professional etiquette & netiquette (dos & don'ts). • Brief overview of emerging trends (AI, chatbots, podcasts).		

Text Book

1. Bovee, C. L., & Thill, J. V. (2021). Business Communication Today (15th ed.). Pearson.
2. Lesikar, R. V., Flatley, M. E., Rentz, K., & Lentz, P. (2017). Business Communication: Making Connections in a Digital World (12th ed.). McGraw Hill.
3. Murphy, H. A., Hildebrandt, H. W., & Thomas, J. P. (2017). Effective Business Communications (9th ed.). McGraw Hill Education.
4. Meenakshi Raman, & Prakash Singh. (2016). Business Communication (3rd ed.). Oxford University Press.
5. Courtland L. Bovee, John V. Thill, & Barbara E. Schatzman. (2020). Business Communication Essentials (8th ed.). Pearson.

Reference Books:

1. Sharma, R. C., & Mohan, K. (2016). Business Correspondence and Report Writing (4th ed.). Tata McGraw Hill.
2. Guffey, M. E., & Loewy, D. (2022). Essentials of Business Communication (12th ed.). Cengage Learning.
3. Chaney, L. H., & Martin, J. S. (2013). Intercultural Business Communication (6th ed.).

Pearson.
4. Krizan, A. C., Merrier, P., Logan, J., & Williams, K. (2017). Business Communication (11th ed.). Cengage Learning.
5. Shirley Taylor. (2015). Model Business Letters, Emails and Other Business Documents (7th ed.). Pearson.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive	☑	3hr	50			Traditional	Levels 1 to

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
BBAAEC001CO1	1	2	3	2	1	2	1	–	2
BBAAEC001CO2	1	1	3	–	2	1	1	–	2
BBAAEC001CO3	1	1	3	–	2	1	1	–	2
BBAAEC001CO4	2	2	3	1	2	1	1	1	3
BBAAEC001CO5	1	2	3	3	3	1	2	1	2

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester				
Course Name	Verbal Ability & Logical Reasoning	L	T	P	C	Course Type
Course Code	BBAAEC002	3	0	0	3	AEC

Course Objectives:

This course ensures that the students understand how to:

1	To enhance linguistic proficiency by focusing on advanced vocabulary, nuanced grammar, and the mechanics of professional writing.
2	To develop structured writing skills suitable for both corporate documentation (emails/reports) and academic excellence (abstracts/essays).
3	To cultivate critical thinking by teaching students how to identify argument structures, evaluate evidence, and recognize logical fallacies.
4	To build analytical problem-solving abilities through the mastery of logical deductions, puzzles, and data sufficiency techniques.
5	To bridge the gap between theory and practice by applying verbal and logical skills to real-world business cases and group discussions.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	Level
BBAAEC002CO1	Demonstrate the use of advanced vocabulary and error-free grammar to produce clear, concise, and tone-appropriate business and academic documents.	L2
BBAAEC002CO2	Apply inferential and analytical reading strategies to extract key information and synthesize meaning from dense professional or academic passages.	L3
BBAAEC002CO3	Deconstruct verbal arguments to identify underlying assumptions, strengthen or weaken claims, and derive valid inferences.	L3
BBAAEC002CO4	Utilize systematic techniques (like syllogisms, coding, and sequence reasoning) to solve complex analytical problems common in management entrance exams.	L4
BBAAEC002CO5	Exhibit leadership and logical clarity in group discussions and case-based decision-making exercises by organizing content effectively and responding to feedback.	L4

Syllabus:

Unit-1	**Foundations of Verbal Ability**	Contact Hours: 09
• Role of verbal skills in professional and managerial contexts • Vocabulary building: advanced words, idioms, phrasal verbs • Grammar revision: sentence structure, tenses, voice, modifiers • Common grammatical errors in professional writing • Reading comprehension strategies (analytical and inferential)		
Unit-2	**Business & Academic Writing Skills**	Contact Hours: 09

• Principles of effective writing: clarity, coherence, and conciseness • Paragraph development and logical flow of ideas • Business writing: emails, reports, proposals, and executive summaries • Academic writing: summaries, abstracts, and short analytical essays • Editing, proofreading, and tone management		
Unit-3	**Critical Reasoning & Verbal Logic**	Contact Hours: 09
• Introduction to logical reasoning and argument structure • Assumptions, conclusions, and inferences • Strengthening and weakening arguments • Cause–effect reasoning • Statement–argument and statement–assumption questions		
Unit-4	**Analytical & Logical Reasoning Techniques**	Contact Hours: 09
• Syllogisms and logical deductions • Blood relations and direction sense (advanced level) • Coding–decoding and sequence reasoning • Data sufficiency and analytical puzzles		
Unit-5	**Digital & Contemporary Business Communication**	Contact Hours: 09
• Case-based reasoning and decision-making • Verbal reasoning in business case analysis • Essay writing on current business and social issues • Group discussions: content organization and logical presentation • Mock tests, presentations, and feedback sessions		

Text Book

1. Arun Sharma & Meenakshi Upadhyay – How to Prepare for Verbal Ability and Reading Comprehension for CAT (McGraw Hill).
2. R.S. Aggarwal – A Modern Approach to Verbal & Non-Verbal Reasoning (S. Chand Publishing).
3. M.K. Pandey – Analytical Reasoning (Magna Publishing).

Reference Books:

1. Wren & Martin (Revised by N.D.V. Prasada Rao) – High School English Grammar and Composition (S. Chand).

2. Peeyush Bhardwaj – Analytical and Logical Reasoning for CAT & Other Management Entrance Tests (Arihant Publications).

3. Mary Ellen Guffey & Dana Loewy – Business Communication: Process & Product (Cengage Learning).

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive	☑	3hr	50			Traditional	Levels 1 to

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
BBAAEC002CO1	1	1	3	0	2	1	1	0	2
BBAAEC002CO2	1	3	2	0	1	1	1	0	3
BBAAEC002CO3	1	3	2	1	0	1	1	0	3
BBAAEC002CO4	1	3	1	0	1	0	0	0	3
BBAAEC002CO5	1	3	3	3	1	1	2	1	2

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester				
Course Name	Creative and Digital Writing	L	T	P	C	Course Type
Course Code	BBAAEC003	3	0	0	3	AEC

Course Objectives:

This course ensures that the students understand how:

1	Develop creative and effective writing skills for managerial and business contexts.
2	Understand the principles of professional, persuasive, and digital communication.
3	Apply writing techniques for business documents, branding, and content creation.
4	Use digital platforms and tools for managerial communication and storytelling.
5	Analyze and improve written communication for organizational effectiveness and decision-making.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
BBAAEC003CO1	Explain concepts, forms, and importance of creative and digital writing in management.	L2
BBAAEC003CO2	Apply creative writing techniques for business and professional communication.	L3
BBAAEC003CO3	Apply digital writing skills for online platforms and managerial content creation.	L3
BBAAEC003CO4	Apply persuasive and storytelling techniques in branding and organizational communication.	L3
BBAAEC003CO5	Analyze written content for clarity, impact, and managerial effectiveness.	L4

Syllabus:

Unit-1	Introduction to Creative Writing for Management
Meaning and scope of creative writing; Importance of writing skills in management; Difference between academic, professional, and creative writing; Elements of good writing – clarity, tone, style, and structure; Language skills for managers; Barriers to effective written communication.	
Unit-2	**Professional and Business Writing**
Business letters, emails, and memos; Report writing – structure and style; Writing executive summaries; Proposal and notice writing; Resume and cover letter writing; Writing for internal and external organizational communication.	
Unit-3	**Digital Writing and Online Content Creation**
Introduction to digital writing; Writing for websites and blogs; Social media writing for managers (LinkedIn, Instagram, X); SEO basics and keyword writing; Content writing for corporate communication; Email marketing and newsletter writing.	

Unit-4	**Creative Storytelling, Branding, and Persuasive Writing**
Storytelling in business and management; Brand storytelling and narrative building; Persuasive writing techniques; Copywriting for advertisements and promotions; Writing case studies and success stories; Ethical issues in persuasive communication.	
Unit-5	**Editing, Presentation, and Evaluation of Written Content**
Editing and proofreading techniques; Style guides and plagiarism awareness; Visual presentation of written content; Use of AI and digital tools in writing; Evaluating written communication effectiveness; Future trends in creative and digital writing for managers.	

Suggestive Readings:

Text Books:

Heller, Robert – *Effective Business Communication*, DK Publishing

Bovee, Courtland L. & Thill, John V. – *Business Communication Today*, Pearson Education

Reference Books:

Bly, Robert W. – *The Copywriter's Handbook*, McGraw-Hill

Zinsser, William – *On Writing Well*, HarperCollins

Scott, David Meerman – *The New Rules of Marketing and PR*, Wiley

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
BBAAEC003CO1	2	1	3	0	1	1	1	1	2
BBAAEC003CO2	1	1	3	1	1	1	1	2	2
BBAAEC003CO3	1	1	3	0	3	1	2	2	2
BBAAEC003CO4	1	2	3	2	1	1	2	3	2
BBAAEC003CO5	2	3	2	1	1	1	1	1	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester				
Course Name	Quantitative Aptitude and Analytical Skills	L	T	P	C	Course Type
Course Code	BBAAEC004	3	0	0	3	AEC

Course Objectives:

This course ensures that the students understand how:

1	Develop basic numerical ability and mathematical problem-solving skills.
2	Apply quantitative techniques in business and managerial decision-making.
3	Enhance logical and analytical reasoning capabilities.
4	Interpret quantitative data for academic, competitive, and professional use.
5	Build confidence to handle aptitude-based assessments and real-life problems.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
BBAAEC004CO1	Explain fundamental concepts of arithmetic, algebra, and data interpretation.	L2
BBAAEC004CO2	Apply quantitative techniques to solve numerical and business-related problems.	L3
BBAAEC004CO3	Apply logical reasoning and analytical methods in problem-solving situations.	L3
BBAAEC004CO4	Analyze quantitative data using charts, tables, and basic statistical tools.	L4
BBAAEC004CO5	Evaluate alternative solutions to quantitative and analytical problems for effective decision-making.	L5

Syllabus:

Unit-1	Fundamentals of Quantitative Aptitude
Number system and simplification, HCF and LC, Fractions and decimals, Ratio and proportion, Percentages, Average and basic arithmetic operations	
Unit-2	**Algebra and Commercial Mathematics**
Linear equations and simple algebraic expressions, Profit, loss, and discount, Simple interest and compound interest, Time value of money (basic concepts), Applications in business problems.	
Unit-3	**Time, Work, and Speed**
Time and work, Pipes and cisterns (basic problems), Time, speed, and distance, Problems on trains, boats, and streams, Work efficiency and productivity concepts	
Unit-4	**Data Interpretation and Basic Statistics**

Tabular and graphical data, Bar charts, pie charts, line graphs, Measures of central tendency: mean, median, mode, Interpretation of business data, Introduction to data-based decision-making	
Unit-5	**Logical Reasoning and Analytical Skills**
Logical reasoning concepts and types, Series (number and letter series), Coding–decoding, Blood relations and direction sense, Analytical puzzles and case-based problems	

Suggestive Readings:

Text Books:

Aggarwal, R. S. Quantitative Aptitude for Competitive Examinations, S. Chand Publishing.
Sharma, R. K. Quantitative Aptitude, Tata McGraw-Hill.

Reference Books:

Arun Sharma. How to Prepare for Quantitative Aptitude, McGraw Hill.
Jain, V. K. Logical and Analytical Reasoning, S. Chand.
Gupta, S. P. Statistical Methods, Sultan Chand & Sons.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
BBAAEC004CO1	3	2	1	0	1	0	0	0	2
BBAAEC004CO2	2	3	1	0	2	0	0	1	2
BBAAEC004CO3	1	3	1	0	1	0	0	0	3
BBAAEC004CO4	2	3	1	0	3	0	0	0	2
BBAAEC004CO5	2	3	1	1	2	0	0	1	2

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester				
Course Name	Debate and discourse, and Critical Thinking	L	T	P	C	Course Type
Course Code	BBAAEC005	3	0	0	3	AEC

Course Objectives:

This course ensures that the students understand how:

1	Develop critical thinking and logical reasoning abilities.
2	Analyze arguments, viewpoints, and issues from multiple perspectives.
3	Build effective debating, discussion, and discourse skills.
4	Communicate ideas clearly, confidently, and ethically in academic and business contexts.
5	Apply reasoning and argumentation skills to managerial decision-making and problem solving.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
BBAAEC005CO1	Explain the fundamentals of critical thinking, debate, and discourse.	L2
BBAAEC005CO2	Apply logical reasoning techniques to analyze arguments and discussions.	L3
BBAAEC005CO3	Apply debating and discussion skills in academic and managerial contexts.	L3
BBAAEC005CO4	Analyze complex issues, assumptions, and evidence to form reasoned opinions.	L4
BBAAEC005CO5	Evaluate arguments and present well-structured, ethical, and persuasive viewpoints.	L5

Syllabus:

Unit-1	Introduction to Critical Thinking
Meaning and importance of critical thinking, Characteristics of a critical thinker, Types of thinking: analytical, logical, reflective, creative, Barriers to critical thinking, Critical thinking in management and decision-making	
Unit-2	**Logic, Reasoning, and Argumentation**
Elements of reasoning: premises and conclusions, Deductive and inductive reasoning, Assumptions, inferences, and fallacies, Identifying weak and strong arguments, Case-based reasoning examples	
Unit-3	**Debate and discourse**
Meaning and forms of debate, Structure of a debate: proposition, opposition, rebuttal, Rules and ethics of debating, Academic and business discourse, Group discussions vs debates	
Unit-4	**Communication, Persuasion, and Expression**
Persuasive communication techniques, Verbal and non-verbal communication in debates, Listening skills and questioning techniques, Handling counter-arguments and criticism, Role of discourse in leadership and negotiation	
Unit-5	**Applied Critical Thinking and Contemporary Issues**
Critical analysis of current social, economic, and business issues, Ethical reasoning and responsible	

argumentation, Media literacy and evaluating information sources, Case studies, debates, and discussion forums, Role of critical thinking in professional success

Suggestive Readings:

Text Books:

1. Facione, Peter A. *Critical Thinking: What It Is and Why It Counts*. Insight Assessment.
2. Browne, M. Neil & Keeley, Stuart M. *Asking the Right Questions: A Guide to Critical Thinking*. Pearson.

Reference Books:

1. Fisher, Alec. *Critical Thinking: An Introduction*. Cambridge University Press.
2. Paul, Richard & Elder, Linda. *Critical Thinking: Tools for Taking Charge of Your Learning and Your Life*. Pearson.
3. Toulmin, Stephen. *The Uses of Argument*. Cambridge University Press.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
BBAAEC005CO1	1	2	2	1	0	1	1	0	2
BBAAEC005CO2	1	3	2	1	0	1	1	0	3
BBAAEC005CO3	1	2	3	3	1	1	2	1	2
BBAAEC005CO4	1	3	2	1	0	2	1	0	3
BBAAEC005CO5	1	3	3	2	1	3	2	1	2

1 = Low, **2 = Moderate**, **3 = High** contribution.

Skill Enhancement Courses (All Courses are Mandatory)

Program	Bachelor of Business Administration	Semester				
Course Name	**Business Computing with Word and Excel**	L	T	P	C	Course Type
Course Code	BBASEC001	2	0	0	2	SEC

Course Objectives:
This course ensures that the students understand how:

1	Introduce students to business applications of MS Word and Excel.
2	Develop document preparation skills for business communication.
3	To enable students to perform business-related calculations using Excel.
4	Apply Excel tools for data analysis and visualization.
5	Integrate Word and Excel for preparing professional business reports.

Course Outcomes:
Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
BBASEC001CO1	Prepare professional documents using Word.	**L2**
BBASEC001CO2	Apply advanced Word features like tables, templates, and mail merge.	**L4**
BBASEC001CO3	Perform business calculations using Excel formulas and functions.	**L4**
BBASEC001CO4	Analyze and visualize data using Excel tools (charts, PivotTables).	**L1**
BBASEC001CO5	Integrate Word and Excel to prepare business reports and case studies.	**L3**

Syllabus

Unit-I	**Introduction to Business Computing**	**Contact Hours: 03**
• Role of computing in business • Overview of MS Word & Excel • File management & document organization		
Unit-II	**Microsoft Word for Business**	**Contact Hours: 07**
• Creating, editing, and formatting business documents		

• Page layout, headers, footers, styles, and themes • Creating tables, columns, and business reports • Mail merge for business communication • Templates for letters, invoices, and reports		
Unit-III	**Microsoft Excel Basics**	**Contact Hours: 07**
• Excel interface and worksheet management • Data entry, formatting, and validation • Basic formulas & functions (SUM, AVERAGE, COUNT, MIN, MAX) • Business-related calculations (profit, interest, tax, discount) • Sorting, filtering, and conditional formatting		
Unit-IV	**Advanced Excel for Business Applications**	**Contact Hours: 08**
• Logical functions (IF, AND, OR, Nested IF) • Lookup & reference functions (VLOOKUP, HLOOKUP, INDEX, MATCH) • Date & text functions • Data analysis: PivotTables & Pivot Charts • What-If Analysis (Goal Seek, Scenario Manager, Data Tables)		
Unit-V	**Integration & Project Work**	**Contact Hours: 05**
• Linking Word and Excel • Importing/exporting data • Business case studies: Payroll, invoice preparation, sales report • Mini-project: Preparing a combined Word & Excel business report		

Text Books:

1: Data Communications and Networking, Behrouz A. Forouzan , Fourth Edition TMH,2006.

2: Computer Networks, Andrew S Tanenbaum, 4th Edition. Pearson Education, PHI.

Reference Book:

1. Data communications and Computer Networks, P.C .Gupta, PHI.

2. An Engineering Approach to Computer Networks, S. Keshav, 2nd Edition, Pearson Education.

3. Understanding communications and Networks, 3rd Edition, W.A. Shay, Cengage Learning.

4. Computer Networking: A Top-Down Approach Featuring the Internet. James F.Kurose & Keith W. Ross, 3 rd Edition, Pearson Education.

5. Data and Computer Communication, William Stallings, Sixth Edition, Pearson Education, 2000

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive	☑	3hr	50			Traditional	Levels 1 to

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**
BBASEC001CO1	1	1	3	1	3	1	0	0	2
BBASEC001CO2	1	1	2	1	3	1	0	0	2
BBASEC001CO3	2	3	1	0	3	1	0	1	2
BBASEC001CO4	2	3	2	1	3	1	1	1	2
BBASEC001CO5	2	3	3	2	3	1	1	1	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester				
Course Name	Digital and Social Media Marketing	L	T	P	C	Course Type
Course Code	BBASEC002	0	0	2	2	SEC

Course Objectives:

The course is designed to enable students to

1	Understand digital marketing tools and their applications in marketing campaigns.
2	Enhance the skills of students for developing a digital marketing campaign using various digital marketing tools

Course Outcomes:

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

CO	Outcome	Level
BBASEC002CO1	To understand the digital marketing campaign tools and their use.	L1
BBASEC002CO2	To analyze the relative importance of digital marketing tools and optimize the digital marketing campaign.	L2
BBASEC002CO3	To apply digital marketing tools to improve the website's performance and the effectiveness of digital campaigns.	L3
BBASEC002CO4	To evaluate the performance of different digital marketing campaigns in conjunction with overall marketing plans.	L4
BBASEC002CO5	To design a web store and various digital promotional campaigns for the business.	L5

Syllabus:

Unit-1	Web Analytics	Contact Hours: 8
● Applications of Web Analytics to Assess Web Performance ● Designing a Web Store for Business		
Unit-2	**Search Engine Applications**	**Contact Hours: 8**
● Search Engine Optimization ● Search Engine Marketing		
Unit-3	**Promotional Graphics Designs**	**Contact Hours: 4**
● Graphic Designs for Digital Platforms Using Canva		
Unit-4	**Social Media Marketing**	**Contact Hours: 15**
● Facebook Marketing Campaign ● Instagram Marketing Campaign ● Twitter Marketing Campaign ● YouTube Marketing		
Unit-5	**Reporting - Web Analytics**	**Contact Hours: 10**

- Digital Marketing Final Analysis and Report

Text Book

1. Digital Marketing, Seema Gupta, 2nd, McGraw-Hill, 2020
2. Applications of Digital Marketing for Success in Business, Abhishek Das, 1st, BPB Publishing, 2018

Reference Books:

1. Fundamentals of Digital Marketing, Puneet Bhatia, 2nd, Pearson, 2019
2. Digital Marketing for Dummies, Ryan Deiss, Russ Henneberry, 1st, Wiley India. 2017

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term - Practical	☑	1hr	30	Levels 2 to 5
Project	☑		20	Levels 3 to 5
Practical file	☑	3hr	10	Levels 1 to 2
End Term Viva / Presentation	☑		10	Levels 1 to 3
End Term - Practical	☑		30	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
BBASEC002CO1	2	1	2	1	3	1	1	2	1
BBASEC002CO2	2	3	2	1	3	1	1	2	2
BBASEC002CO3	2	3	2	1	3	1	1	2	2
BBASEC002CO4	3	3	2	1	3	2	2	2	2
BBASEC002CO5	2	3	3	2	3	1	1	3	2

1 = Low, 2 = Moderate, 3 = High contribution.

Program	Bachelor of Business Administration	Semester				
Course Name	Presentation Design and Delivery	L	T	P	C	Course Type
Course Code	BBASEC003	3	0	0	3	SEC

Course Objectives:

This course ensures that the students understand how:

1	Understand the fundamentals and importance of effective presentations in business.
2	Design structured, audience-centric, and visually appealing presentations.
3	Use digital tools and multimedia for professional presentation design.
4	Develop confidence, clarity, and impact in oral presentation delivery.
5	Evaluate and improve presentations through feedback and self-assessment.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
BBASEC003CO1	Explain the principles, types, and purpose of effective presentations.	L2
BBASEC003CO2	Apply presentation design principles using appropriate visual aids.	L3
BBASEC003CO3	Apply verbal and non-verbal communication techniques during presentations.	L3
BBASEC003CO4	Apply digital tools and technologies for professional presentation delivery.	L3
BBASEC003CO5	Analyze presentations to identify strengths, weaknesses, and areas for improvement.	L4

Syllabus:

Unit-1	Introduction to Presentation Skills
Meaning and importance of presentations Types of presentations: academic, business, sales, and professional Audience analysis and purpose identification Elements of an effective presentation Common presentation mistake	
Unit-2	**Presentation Planning and Structure**
Defining objectives and key messages Structuring presentations: introduction, body, and conclusion Storyboarding and content flow Time management in presentations Creating impactful openings and conclusions	
Unit-3	**Presentation Design and Visual Communication**

Principles of slide design Use of text, images, charts, graphs, and infographics Color theory, fonts, and layouts Designing presentations using PowerPoint, Google Slides, and Canva Avoiding information overload	
Unit-4	**Presentation Delivery Techniques**
Verbal communication: voice, tone, clarity, and pace Non-verbal communication: body language, gestures, and eye contact Managing stage fear and building confidence Handling questions and audience interaction Professional etiquette during presentations	
Unit-5	**Advanced Presentation Practices and Evaluation**
Use of multimedia and animations Virtual and online presentations Group presentations and teamwork Feedback mechanisms and self-evaluation Ethical and professional standards in presentations	

Suggestive Readings:

Recommended Text Books

1. **Raman, Meenakshi & Sharma, Sangeeta** *Technical Communication: Principles and Practice*, Oxford University Press, India
2. **Krishna Mohan & Meera Banerji** *Developing Communication Skills* Macmillan India
3. **Rai, Urmila & Rai, S.M.** *Business Communication* Himalaya Publishing House
4. **Bhatia, A.K.** *Business Communication* Tata McGraw-Hill Education (India)

Reference Books

1. **Lesikar, Pettit & Flatley (Indian Edition)** *Basic Business Communication* Tata McGraw-Hill (India Edition)
2. **Gopal, Ramesh & Korlahalli, J.S.** *Business Communication* New Age International Publishers
3. **Chhabra, T.N.** *Business Communication: Concepts, Cases and Applications* Sun India Publications
4. **Kaul, Asha** *Effective Business Communication* PHI Learning, India
5. **Prasad, L.M.** *Organisational Behaviour* Sultan Chand & Sons

Assessment Scheme:

Component	Adopted for this	Duration	Weightage	Date &	Venue	Remarks	Levels

	Course			**Time**			
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**
BBASEC013CO1	1	1	3	1	1	1	1	0	2
BBASEC013CO2	1	1	3	1	3	0	1	1	2
BBASEC013CO3	0	1	3	3	1	1	1	1	2
BBASEC013CO4	0	1	3	1	3	0	1	1	2
BBASEC013CO5	1	3	2	1	2	1	1	1	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester				
Course Name	**Software Application in Business Accounting**	**L**	**T**	**P**	**C**	**Course Type**
Course Code	BBASEC004	**3**	**0**	**0**	**3**	**SEC**

Course Objectives:

This course ensures that the students understand how:

1	Understand the fundamentals of accounting and computerized accounting systems.
2	Gain hands-on knowledge of Tally software for business applications.
3	Create and manage company accounts, ledgers, and vouchers in Tally.
4	Generate and interpret financial statements using Tally.
5	Apply GST concepts and compliance using Tally in real business scenarios.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
BBASEC004CO1	Understanding accounting principles & Tally basics	L2
BBASEC004CO2	Creating company, ledgers, and masters	L3
BBASEC004CO3	Recording vouchers and inventory transactions	L3
BBASEC004CO4	Analyzing financial statements	L4
BBASEC004CO5	Applying GST and advanced features in real scenarios	L4

Syllabus:

Unit-1	**Fundamentals of Accounting and Introduction to Tally**
Basic accounting concepts and principles including accounting assumptions, conventions, and the accounting cycle. Distinction between manual and computerized accounting systems and the role of accounting software in business organizations. Overview of Tally software, versions, features, and system requirements. Installation and configuration of Tally. Procedures for company creation, alteration, and deletion. Structure and classification of the chart of accounts in Tally.	
Unit-2	**Ledger and Voucher Management**

Accounting masters in Tally with emphasis on groups and ledgers and their classification. Creation, modification, and deletion of groups and ledgers. Accounting vouchers such as contra, payment, receipt, journal, sales, and purchase vouchers. Recording of day-to-day business transactions, narration, and techniques for maintaining accuracy in voucher entry through practical application.	
Unit-3	**Inventory Management in Tally**
Inventory accounting and integration with financial accounting in Tally. Stock groups, stock categories, stock items, and units of measurement. Concept and management of godowns and stock movement. Inventory vouchers including purchase, sales, and stock journal. Impact of inventory transactions on accounting records and stock valuation.	
Unit-4	**Financial Statements and Reporting**
Preparation and interpretation of financial statements using Tally. Trial Balance, Profit and Loss Account, and Balance Sheet. Cash Flow Statement and Fund Flow Statement. Basic financial ratio analysis using Tally reports. User management, data security features, and procedures for backup and restoration of accounting data.	
Unit-5	**GST and Advanced Features in Tally**
Goods and Services Tax (GST) framework and its application in computerized accounting. GST registration details and configuration in Tally. Recording of GST-compliant purchase and sales transactions. Generation of GST reports and overview of GST returns such as GSTR-1 and GSTR-3B. Payroll basics and selected statutory compliance features in Tally for business applications.	

Suggestive Readings:

Text Books

1. Tally Education Pvt. Ltd. (2023). *Official guide to financial accounting using TallyPrime*. BPB Publications.
2. Bhatt, A. V., & Ambarish, D. (2022). *Computer accounting with Tally Prime*. IIP Books.
3. Tally Education Pvt. Ltd. (2021). *Tally essential – Level 3*. Tally Education Pvt. Ltd.

Reference Books

3. Agrawal, N., & Kumar, S. (2019). *Comdex Tally course kit*. Dreamtech Press.
4. Chheda, R. (2020). *Learn Tally ERP 9 with GST and e-way bill*. Ane Books Pvt. Ltd.
5. Tomy, K. K. (2018). *Computerised accounting (Tally ERP 9)*. Gee Books.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
BBASEC004CO1	3	2	1	0	2	1	0	1	2
BBASEC004CO2	3	2	1	1	3	1	0	1	2
BBASEC004CO3	2	3	1	1	3	2	0	1	2
BBASEC004CO4	3	3	2	1	2	2	1	2	2
BBASEC004CO5	3	3	2	1	3	3	1	2	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	**Bachelor of Business Administration**	**Semester**				
Course Name	**Professional Digital Branding**	**L**	**T**	**P**	**C**	**Course Type**
Course Code	**BBASEC005**	**3**	**0**	**0**	**3**	**SEC**

Course Objectives:

This course ensures that the students understand how:

1	Understand the concept, importance, and scope of professional digital branding.
2	Develop personal and organizational brand identity in the digital environment.
3	Use digital platforms and tools for building and managing brand presence.
4	Apply content creation and storytelling techniques for brand communication.
5	Analyze digital branding strategies for professional growth and employability.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
BBASEC005CO1	Explain concepts, components, and importance of professional digital branding.	L2
BBASEC005CO2	Apply digital branding strategies to build personal and professional identity.	L3
BBASEC005CO3	Apply social media and digital tools for brand communication and engagement.	L3
BBASEC005CO4	Apply content creation, storytelling, and visual branding techniques.	L3
BBASEC005CO5	Analyze digital branding performance and suggest improvements.	L4

Syllabus:

Unit-1	**Introduction to Professional Digital Branding**
Meaning and concept of branding, Traditional branding vs digital branding, Personal branding and professional branding, Importance of digital branding in career and business, Elements of a strong digital brand (identity, image, reputation), Digital branding ecosystem.	

Unit-2	**Brand Identity and Online Presence**
Creating a professional brand identity, Brand positioning and value proposition, Visual identity: logo, color, typography, Tone of voice and messaging, Online presence through websites, blogs, and portfolios.	
Unit-3	**Social media and Digital Platforms for Branding**
Role of social media in branding, Branding through LinkedIn, Instagram, Facebook, YouTube, and X, Content planning and scheduling, Audience engagement and community building, Ethical and responsible digital branding.	
Unit-4	**Content Creation and Storytelling**
Content marketing basics, Types of digital content (text, image, video, reels, blogs), Storytelling for brand building, Personal branding through resumes, bios, and profiles, Influencer branding and micro-branding concepts.	
Unit-5	**Digital Branding Analytics and Career Applications**
Measuring digital brand performance (reach, engagement, impressions), Introduction to branding analytics tools, Online reputation management, Case examples of successful digital brands, Digital branding for entrepreneurship and employability.	

Suggestive Readings:

Text Books:

Kapferer, J. N. – *The New Strategic Brand Management*, Kogan Page.
Keller, K. L. – *Strategic Brand Management*, Pearson Education.

Reference Books:

Montoya, P. & Vandehey, T. – *The Brand Called You*, McGraw-Hill.
Chaffey, D. & Ellis-Chadwick, F. – *Digital Marketing*, Pearson.
Ryan, D. – *Understanding Digital Marketing*, Kogan Page.
Kotler, P., Kartajaya, H., & Setiawan, I. – *Marketing 5.0*, Wiley.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5

Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
BBASEC005CO1	3	1	2	0	2	1	1	1	2
BBASEC005CO2	2	2	3	1	3	2	1	2	2
BBASEC005CO3	1	2	3	1	3	1	2	2	2
BBASEC005CO4	1	2	3	2	3	1	1	2	2
BBASEC005CO5	2	3	2	1	3	2	2	2	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Value Added Course (VAC)

Program	Bachelor of Business Administration	Semester				
Course Name	Environmental Science	L	T	P	C	Course Type
Course Code	BBAVAC001	3	0	0	3	VAC

Course Objectives:

This course ensures that the students understand how:

1	Understand the basic concepts and significance of environmental science in business and society.
2	Develop awareness about natural resources, biodiversity, and conservation practices.
3	Gain knowledge of environmental pollution and its control measures, especially in industrial contexts.
4	Recognize the importance of sustainable development and corporate environmental responsibility.
5	Encourage ethical values and environmental consciousness for responsible citizenship and business practices.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
BBAVAC001CO1	Explain fundamental concepts of environment, ecosystems, and their relevance to human and business activities.	L2
BBAVAC001CO2	Describe natural resources, biodiversity, and conservation strategies for sustainable utilization.	L2
BBAVAC001CO3	Apply knowledge of environmental pollution and control measures to analyze industrial and urban environmental issues.	L3
BBAVAC001CO4	Analyze social, economic, and business-related environmental challenges in	L4

	the context of sustainable development.	
BBAVAC001CO5	Evaluate the role of individuals, businesses, and society in environmental protection and sustainable growth.	L5

Syllabus:

Unit-1	**Introduction to Environmental Science**
Definition, scope and importance of environmental science; multidisciplinary nature of environmental studies; components of environment; ecosystem concept and structure; types of ecosystems; energy flow and ecological pyramids.	
Unit-2	**Natural Resources and Biodiversity**
Renewable and non-renewable resources; forest, water, mineral, food and energy resources; conservation of natural resources; biodiversity—concept, levels, values; threats to biodiversity and conservation strategies.	
Unit-3	**Environmental Pollution**
Air, water, soil, noise, and solid waste pollution—sources, effects and control measures; role of industries in pollution; waste management practices; environmental laws related to pollution control in India.	
Unit-4	**Social Issues and Sustainable Development**
Sustainable development—concept and goals; climate change and global warming; urbanization and environmental problems; role of business and society in environmental protection; corporate environmental responsibility.	
Unit-5	**Human Population and Environment**
Population growth and environmental impact; population explosion; health and environment; human rights and environment; role of education, awareness, and ethics in environmental conservation.	

Suggestive Readings:

Text Books:

1. Erach Bharucha-Textbook of Environmental Studies, Universities Press (India) Pvt. Ltd., Hyderabad
2. Rajagopalan, R.-Environmental Studies: From Crisis to Cure,Oxford University Press, New Delhi.

Reference Books:

1. Cunningham, W.P. & Cunningham, M.A.-Principles of Environmental Science: Inquiry and Applications, McGraw-Hill Education
2. Miller, G.T. & Spoolman, S.-Environmental Science, Cengage Learning

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term - Practical	☑	1hr	30	Levels 2 to 5
Project	☑		20	Levels 3 to 5
Practical file	☑	3hr	10	Levels 1 to 2
End Term Viva /	☑		10	Levels 1 to 3

Presentation				
End Term - Practical	☑		30	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
BBAVAC001CO1	3	2	1	0	1	2	1	1	2
BBAVAC001CO2	3	2	1	0	1	3	1	1	2
BBAVAC001CO3	2	3	1	0	2	3	1	1	2
BBAVAC001CO4	3	3	2	1	1	3	2	2	2
BBAVAC001CO5	2	2	2	1	1	3	2	2	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	**Bachelor of Business Administration**	**Semester**				
Course Name	**Indian Management philosophy**	**L**	**T**	**P**	**C**	**Course Type**
Course Code	**BBAVAC002**	**3**	**0**	**0**	**3**	**VAC**

Course Objectives:

This course ensures that the students understand how:

1	To introduce students to the meaning, scope, evolution, and sources of Ancient Indian Management Thought and to develop an understanding of core Indian values such as Dharma, Karma, ethics, and spirituality in management.
2	To examine management principles and work philosophies derived from Indian scriptures such as the Vedas, Upanishads, and Bhagavad Gita, with emphasis on duty-oriented work, self-discipline, stress management, and decision-making.
3	To analyze leadership styles, governance systems, and ethical frameworks presented in the Ramayana, Mahabharata, and Kautilya's Arthashastra, and their relevance to contemporary leadership and administration.
4	To develop an understanding of Indian work culture, workplace ethics, motivation, teamwork, emotional intelligence, conflict management, and social responsibility as emphasized in ancient Indian thought.
5	To evaluate the application and relevance of Ancient Indian Management Wisdom in modern organizations, sustainability practices, globalization, and value-based leadership for future managerial challenges.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
BBAVAC002CO1	Explain the meaning, sources, and evolution of management thought in Ancient India and compare it with Western management perspectives.	L2
BBAVAC002CO2	Describe managerial principles related to work, decision-making, leadership, and self-management derived from Indian scriptures.	L2
BBAVAC002CO3	Analyze leadership styles, governance systems, and ethical frameworks presented in the Ramayana, Mahabharata, and Arthashastra.	L3
BBAVAC002CO4	Apply Indian values such as Dharma, Karma, teamwork, emotional intelligence, and trusteeship to workplace ethics and human relations.	L4
BBAVAC002CO5	Evaluate the relevance and application of ancient Indian management wisdom in modern organizations, sustainability, and global business practices.	L5

Syllabus:

Unit-1	Introduction to Ancient Indian Management Thought
Meaning and scope of management in Ancient India, Evolution of Indian management thought, Sources of ancient Indian knowledge (Vedas, Upanishads, Smritis, Epics), Indian vs. Western management perspectives, Core Indian values: Dharma, Karma, Ethics, and Spirituality, Relevance of ancient Indian wisdom in modern organizations.	
Unit-2	**Management Lessons from Indian Scriptures**
Management insights from the Vedas and Upanishads, Bhagavad Gita as a management guide, Karma Yoga and duty-oriented work, Nishkama Karma (selfless action),Decision-making and detachment, Stress management and emotional balance, Role of self-discipline and self-management.	
Unit-3	**Leadership and Governance in Ancient India**
Leadership concepts in Ramayana and Mahabharata, Ideal leadership qualities of Rama and Krishna, Kautilya's Arthashastra, Leadership, administration, and governance, Ethics, accountability, and discipline, Concept of Raj Dharma, Power, authority, and responsibility.	
Unit-4	**Work Culture, Ethics, and Human Relations**
Indian concept of work and workplace ethics, Motivation and commitment in ancient Indian thought, Teamwork, harmony, and collective welfare, Indian views on emotional intelligence, Conflict management and interpersonal relations, Trusteeship and social responsibility.	
Unit-5	**Contemporary Applications of Ancient Indian Wisdom**
Application of ancient Indian management principles in modern organizations, Yoga, meditation, and mindfulness in management, Sustainable development and Indian philosophy, Indian management practices in the era of globalization, Case examples of value-based Indian organizations, Future relevance of ancient Indian management learning	

Suggestive Readings:

Text Books:

1. Indian Management Thought, Prof. R. K. Mishra, Oxford University Press, India
2. Management Lessons from the Bhagavad Gita, Prof. P. R. Sreenivasan, Sterling Publishers, New Delhi
3. Indian Ethos and Values for Managers, S. K. Chakraborty, Oxford University Press

REFERENCE BOOKS (Supplementary / Advanced Reading)

1. The Arthashastra, Kautilya (Translated by R. Shamasastry), Penguin Classics / Motilal Banarsidass
2. Leadership Lessons from the Ramayana and Mahabharata, Radhakrishnan Pillai, Jaico Publishing House
3. Indian Philosophy and Management, K. S. Ramachandran, Himalaya Publishing House

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term – Practical	☑	1hr	30	Levels 2 to 5
Project	☑		20	Levels 3 to 5

Practical file	☑	3hr	10	Levels 1 to 2
End Term Viva / Presentation	☑		10	Levels 1 to 3
End Term – Practical	☑		30	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**
BBAVAC002CO1	3	2	1	0	0	2	2	1	2
BBAVAC002CO2	3	2	1	1	0	3	1	1	2
BBAVAC002CO3	3	3	2	2	0	3	2	1	2
BBAVAC002CO4	2	2	2	3	0	3	1	2	2
BBAVAC002CO5	3	3	2	2	1	3	3	2	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester				
Course Name	**Artificial Intelligence for Beginners**	**L**	**T**	**P**	**C**	**Course Type**
Course Code	BBAVAC003	**3**	**0**	**0**	**3**	**VAC**

Course Objectives:

This course ensures that the students understand how:

1	Understand fundamental concepts, history, and scope of Artificial Intelligence.
2	Identify real-world applications of AI in business and daily life.
3	Develop basic awareness of data, algorithms, and machine learning concepts.
4	Analyze ethical, social, and managerial implications of AI technologies.
5	Prepare for future digital and AI-enabled business environments.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
BBAVAC003CO1	Explain basic concepts, evolution, and significance of Artificial Intelligence.	L2
BBAVAC003CO2	Identify applications of AI in business, management, and society.	L2
BBAVAC003CO3	Apply basic AI tools and concepts to simple business problems.	L3
BBAVAC003CO4	Analyze ethical, legal, and social issues related to AI adoption.	L4
BBAVAC003CO5	Evaluate the future impact of AI on business and managerial roles.	L5

Syllabus:

Unit-1	**Introduction to Artificial Intelligence**
Meaning and definition of Artificial Intelligence History and evolution of AI Types of AI: Narrow AI, General AI, Super AI AI vs. Human Intelligence Scope and importance of AI in modern world	
Unit-2	**Fundamentals of AI Technologies**

Introduction to data and information Algorithms and problem-solving Basics of Machine Learning and Deep Learning Natural Language Processing (NLP) and Computer Vision – overview AI tools and platforms (Chatbots, Virtual Assistants, Recommendation Systems)	
Unit-3	**AI Applications in Business and Management**
AI in marketing and customer service AI in finance, HR, and operations AI-driven decision making Automation and robotics in business Case examples of AI-enabled companies	
Unit-4	**Ethical, Legal, and Social Issues in AI**
Ethics in AI: bias, fairness, and transparency Data privacy and security concerns Impact of AI on employment and skills Responsible and sustainable AI AI regulations and global guidelines	
Unit-5	**Future of AI and Managerial Readiness**
AI and digital transformation AI skills for managers and entrepreneurs Human–AI collaboration AI and innovation in business models Preparing organizations for an AI-driven future	

Suggestive Readings:
Recommended Text Books

1. **Poole, David L. & Mackworth, Alan K. (Indian Edition)** Artificial Intelligence: Foundations of Computational Agents Pearson India
2. **S. Russell & P. Norvig (Indian Adapted Edition)** Artificial Intelligence: A Modern Approach Pearson India
3. **Bose, Rajarshi & Pal, Animesh** Artificial Intelligence McGraw-Hill Education India
4. **Saxena, Sanjay & Jain, Shubham** Artificial Intelligence BPB Publications, India

Reference Books

1. **Nilsson, Nils J. (Indian Edition)** The Quest for Artificial Intelligence Cambridge University Press (India Edition)
2. **Rajaraman, V.** Introduction to Artificial Intelligence PHI Learning, India
3. **Goswami, Monika & Yadav, Devendra** Artificial Intelligence for Managers Oxford University Press, India

4. **Maheshwari, Pankaj & Jain, Ramesh** Artificial Intelligence and Machine Learning Wiley India

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
BBAVAC003CO1	3	1	1	0	2	1	1	1	2
BBAVAC003CO2	3	2	1	1	3	2	2	2	2
BBAVAC003CO3	2	3	1	1	3	1	1	2	2
BBAVAC003CO4	2	2	1	1	1	3	2	1	2
BBAVAC003CO5	3	3	2	1	2	2	2	3	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester				
Course Name	Cyber Security Awareness	L	T	P	C	Course Type
Course Code	BBAVAC004	3	0	0	3	VAC

Course Objectives:

This course ensures that the students understand how:

1	To introduce the fundamental concepts of cyber security and its significance in business.
2	To understand different types of cyber threats, vulnerabilities, and risks
3	To explain cyber security principles, frameworks, and governance models
4	To familiarize students with laws, policies, and ethical issues in cyber security
5	To provide knowledge of emerging technologies and strategies for business protection.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
BBAVAC004CO1	Define core concepts of cyber security and recognize common cyber threats.	L2
BBAVAC004CO2	Explain cyber security frameworks, principles, and risk management strategies.	L3
BBAVAC004CO3	Analyze different types of attacks and their business impact	L3
BBAVAC004CO4	Interpret legal, regulatory, and ethical aspects of cybersecurity.	L3
BBAVAC004CO5	Evaluate emerging cybersecurity technologies and their applications in business.	L4

Syllabus:

Unit-1	
Cybersecurity basics: definition, scope, importance for organizations. Cyber threats: malware,	

phishing, ransomware, social engineering. Business impact of cyber incidents (financial, reputational, legal). Realworld case studies of cyber breaches.
Unit-2
CIA Triad: Confidentiality, Integrity, Availability. Cybersecurity risk management process. Cybersecurity governance and compliance. Overview of frameworks: NIST, ISO 27001, COBIT
Unit-3
Insider threats and human errors. Common cyber attacks: phishing, DDoS, ransomware, password attacks. Vulnerability management and patching. Case studies: Equifax, Sony Pictures.
Unit-4
Cyber laws and data protection regulations (IT Act 2000, GDPR basics). Intellectual property and digital rights. Ethics in cybersecurity, ethical hacking, responsible disclosure. Organizational cybersecurity policies.
Unit-5
Cloud security, IoT security, AI in cybersecurity. Cybersecurity challenges in digital transformation. Business continuity planning and disaster recovery. Cybersecurity as a business enabler.

Suggestive Readings:

Text Books:

Stallings, W. Computer Security: Principles and Practice. Pearson.

Pfleeger, C., Pfleeger, S., & Margulies, J. Security in Computing. Pearson.

Reference Books:

Schou, C. & Shoemaker, D. Information Assurance Handbook: Effective Computer Security and Risk Management Strategies. McGraw Hill.

P.W. Singer & Allan Friedman. Cybersecurity and Cyberwar: What Everyone Needs to Know. Oxford University Press.

Kizza, J. M. Guide to Computer Network Security. Springer

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/	☑		10			Group	Levels 1 to 5

Project							
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
BBAVAC004CO1	2	1	1	0	3	1	1	1	2
BBAVAC004CO2	2	2	1	1	3	2	1	1	2
BBAVAC004CO3	3	3	1	1	3	2	2	1	2
BBAVAC004CO4	2	2	1	1	2	3	2	1	2
BBAVAC004CO5	2	3	2	1	3	2	2	2	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	**Bachelor of Business Administration**	**Semester**				
Course Name	**Science of Happiness and Wellbeing**	**L**	**T**	**P**	**C**	**Course Type**
Course Code	BBAVAC005	**3**	**0**	**0**	**3**	**VAC**

Course Objectives:

This course ensures that the students understand how:

1	Understand the concept, dimensions, and significance of happiness and wellbeing.
2	Recognize psychological, social, and emotional factors influencing happiness.
3	Apply positive psychology principles to personal and professional life.
4	Develop habits that promote mental wellbeing, resilience, and emotional balance.
5	Cultivate ethical values, mindfulness, and a positive outlook for holistic development.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
BBAVAC005CO1	Explain concepts, theories, and dimensions of happiness and wellbeing.	L2
BBAVAC005CO2	Illustrate factors influencing happiness at individual and social levels.	L2
BBAVAC005CO3	Apply positive psychology practices to improve personal wellbeing.	L3
BBAVAC005CO4	Analyze stress, emotions, and coping mechanisms affecting happiness.	L4
BBAVAC005CO5	Evaluate lifestyle choices and values contributing to long-term wellbeing.	L5

Syllabus:

Unit-1	Introduction to Happiness and Wellbeing
Meaning and concept of happiness, Hedonic vs. Eudaimonic wellbeing, Dimensions of wellbeing: physical, mental, emotional, social, and spiritual, Importance of happiness in personal and professional life, Happiness across cultures	
Unit-2	**Theories and Science of Happiness**
Introduction to positive psychology, PERMA model of wellbeing, Maslow's hierarchy of needs and self-actualization, Flow theory and happiness, Measurement of happiness and wellbeing	
Unit-3	**Emotional Intelligence and Mental Wellbeing**
Emotions and emotional regulation, Emotional intelligence and happiness, Self-awareness and self-esteem, managing stress, anxiety, and negative emotions, Building resilience and optimism	
Unit-4	**Mindfulness, Health, and Lifestyle**
Mindfulness and meditation practices, Role of physical health, sleep, and nutrition in happiness, Gratitude, kindness, and compassion, Work–life balance and wellbeing, Digital wellbeing and managing screen stress	
Unit-5	**Happiness, Ethics, and Social Wellbeing**
Values, ethics, and meaningful living, Relationships and social connections, Happiness at workplace and organizations, Community wellbeing and social responsibility, Sustainable happiness and life satisfaction	

Suggestive Readings:

Text Books:

Lyubomirsky, S. The How of Happiness. Penguin Books.

Seligman, M. E. P. Flourish: A Visionary New Understanding of Happiness and Well-being. Free Press.

Reference Books:

Argyle, M. The Psychology of Happiness. Routledge.

Diener, E., & Biswas-Diener, R. Happiness: Unlocking the Mysteries of Psychological Wealth. Wiley-Blackwell.

Kabat-Zinn, J. Wherever You Go, There You Are. Hyperion.

WHO Reports on Mental Health and Wellbeing.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
BBAVAC005CO1	2	1	1	0	0	3	1	1	2

BBAVAC005CO2	2	2	1	1	0	3	2	1	2
BBAVAC005CO3	1	2	1	1	0	3	1	1	3
BBAVAC005CO4	1	3	1	1	0	3	1	1	3
BBAVAC005CO5	2	2	1	1	0	3	2	2	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Discipline Specific Elective (Major, Minor) DSE

HUMAN RESOURCE MANAGEMENT

Program	**Bachelor of Business Administration**	**Semester**				
Course Name	**Talent Acquisition Management**	**L**	**T**	**P**	**C**	**Course Type**
Course Code	**DSE001**	**3**	**0**	**0**	**3**	**DSE**

Course Objectives:

This course ensures that the students understand how:

1	To understand the strategic importance of talent acquisition in achieving organizational goals.
2	To analyze the recruitment process, including sourcing, job analysis, and employer branding.
3	To comprehend the selection process, including interviewing techniques, assessment centers, and psychometric testing.
4	To evaluate the effectiveness of talent acquisition strategies and metrics.
5	To examine contemporary trends in talent acquisition such as AI in recruitment, social recruiting, and diversity hiring.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
DSE001CO1	Explain the core concepts and strategic role of talent acquisition.	L2
DSE001CO2	Apply effective recruitment strategies and sourcing methods to attract top talent.	L3
DSE001CO3	Analyze selection tools and techniques to make informed hiring decisions.	L4
DSE001CO4	Evaluate the efficiency of the talent acquisition process using key metrics and analytics.	L5
DSE001CO5	Create a comprehensive talent acquisition plan incorporating modern trends and technologies.	L6

Syllabus:

Unit-1	
Introduction to Talent Acquisition: Definition, Scope, and Importance; Difference between Recruitment and Talent Acquisition; Strategic Talent Acquisition; Aligning Talent Acquisition with Business Strategy; Workforce Planning and Forecasting.	
Unit-2	
Recruitment Strategy: Job Analysis and Design (Job Description, Job Specification); Sourcing Channels (Internal vs. External); Employer Branding and Recruitment Marketing; E-Recruitment and Social Media Recruiting; Campus Recruitment.	
Unit-3	
Selection Process: Selection Steps; Screening and Shortlisting; Interviewing Techniques (Behavioral, Situational, Stress Interviews); Assessment Centers; Psychometric Testing; Reference Checks and Background Verification.	
Unit-4	
Onboarding and Integration: Importance of Onboarding; Designing an Effective Onboarding Program; Employee Orientation vs. Onboarding; Role of HR and Line Managers in Integration; Measuring Onboarding Success.	
Unit-5	
Metrics and Trends: Talent Acquisition Metrics (Time to Fill, Cost per Hire, Quality of Hire); HR Analytics in Recruitment; Technology in Talent Acquisition (ATS, AI, Chatbots); Diversity and Inclusion in Hiring; Future of Talent Acquisition.	

Suggestive Readings:

Text Books:

1. Gatewood, Robert D., Feild, Hubert S., and Barrick, Murray, "Human Resource Selection", Cengage Learning.
2. Heneman, Herbert G., Judge, Timothy A., and Kammeyer-Mueller, John, "Staffing Organizations", McGraw Hill.

3. Phillips, Jean M., and Gully, Stanley M., "Strategic Staffing", Pearson.

Reference Books:

1. Sullivan, Dr. John, "1000 Ways to Recruit Top Talent", Pacific Crest.
2. Adler, Lou, "Hire With Your Head: Using Performance-Based Hiring to Build Great Teams", Wiley.
3. Smart, Bradford D., "Topgrading: How Leading Companies Win by Hiring, Coaching, and Keeping the Best People", Portfolio.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term - Practical	☑	1hr	30	Levels 2 to 5
Project	☑		20	Levels 3 to 5
Practical file	☑	3hr	10	Levels 1 to 2
End Term Viva / Presentation	☑		10	Levels 1 to 3
End Term - Practical			30	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
DSE001CO1	3	1	1	1	0	1	1	1	2
DSE001CO2	2	2	2	2	2	1	1	2	2
DSE001CO3	2	3	1	1	2	1	0	1	2
DSE001CO4	2	3	1	0	3	1	0	1	2
DSE001CO5	3	3	2	2	3	1	1	3	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	**Bachelor of Business Administration**					
Course Name	**Wages & Salary Administration**	L	T	P	C	Course Type
Course Code	**DSE002**	3	0	0	3	DSE

Course Objectives:

This course ensures that the students:

1	Understand the fundamentals of wages and salary administration.
2	Develop skills to design and manage effective compensation systems.
3	Analyze legal and regulatory issues related to compensation.
4	Apply compensation theories and practices to real-world scenarios.
5	Evaluate and design benefit programs that meet organizational and employee needs

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
DSE002CO1	Recall key concepts, theories, and principles of wages and salary administration.	L2
DSE002CO2	Will demonstrate the ability to design salary structures and compensation policies	L2
DSE002CO3	Understand and apply various legal requirements related to compensation.	L2 & L3
DSE002CO4	Will analyze and solve problems related to performance management and compensation	L1 & L3
DSE002CO5	Will be capable of creating and evaluating benefit programs and understanding global compensation practices	L4

Syllabus

Unit-1	INTRODUCTION TO WAGES AND SALARY ADMINISTRATION	Contact Hours: 10
• Definition and scope of wages and salary Administration • Importance in HRM, Historical perspectives and current trends		
Unit-2	WAGE AND SALARY STRUCTURE	Contact Hours: 10
• Components of a wage/salary package, Salary grades and ranges • Job evaluation methods		
Unit-3	COMPENSATION MANAGEMENT	Contact Hours: 6
• Theories of compensation • Pay-for-performance systems, Executive compensation		
Unit-4	LEGAL AND REGULATORY FRAMEWORK	Contact Hours: 10
• Labor laws and regulations • Minimum wage laws • Compliance issues		
Unit-5	COMPENSATION POLICIES AND STRATEGIES	Contact Hours: 10
• Developing compensation policies • Internal and external equity • Pay structure design Types of employee benefits (health, retirement, etc.) • Designing benefit programs • Legal requirements and compliance		

Suggestive Readings:

Text Books:

- "Compensation" by George T. Milkovich, Jerry M. Newman, and Barry Gerhart Edition: 13th Edition (most recent) Publisher: McGraw-Hill Education
- "Employee Compensation: Theory, Practice, and Evidence" by Barry Gerhart and Sara L. Rynes Publisher: SAGE Publications

References:

- The Compensation Handbook: A State-of-the-Art Guide to Compensation Strategy and Design" by Lance
  A. Berger and Dorothy R. Berger, McGraw-Hill Education
- "Strategic Reward Systems: A Guide to the New Pay" by Richard Thorpe and Gill Homan Publisher:
  Pearson

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study	☑		10			Group	Levels 1 to 5

Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Mapping

Program Outcomes → Course Outcomes ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
DSE002CO1	3	1	1	0	0	1	0	0	1	3	1
DSE002CO2	3	3	1	1	2	2	1	2	2	3	3
DSE002CO3	2	2	1	0	1	3	1	0	1	2	2
DSE002CO4	2	3	1	1	2	2	0	1	2	2	3
DSE002CO5	3	2	1	1	2	2	3	2	3	3	2

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	**Bachelor of Business Administration**	**Semester**				
Course Name	**Leadership & Decision Making**	**L**	**T**	**P**	**C**	**Course Type**
Course Code	**DSE003**	**3**	**0**	**0**	**3**	**DSE**

Course Objectives:

This course ensures that the students understand how:

1	To understand the nature, significance, and theories of leadership in a contemporary organizational context.
2	To analyze the relationship between leadership styles and effective decision-making processes.
3	To comprehend the cognitive biases and psychological factors that influence managerial decisions.
4	To evaluate different decision-making models and techniques for solving complex business problems.
5	To develop skills in ethical leadership, team decision-making, and leading change in dynamic environments.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
DSE003CO1	Explain the core concepts of leadership and the various models of decision making.	L2
DSE003CO2	Apply leadership theories to influence team dynamics and enhance organizational performance.	L3
DSE003CO3	Analyze the impact of cognitive biases on decision quality and identify strategies to mitigate them.	L4
DSE003CO4	Evaluate the effectiveness of different decision-making styles in crisis and uncertainty.	L5
DSE003CO5	Create a framework for ethical decision-making and sustainable leadership practices.	L6

Syllabus:

Unit-1	**Introduction to Leadership**
• Concept: Meaning, Importance, and Roles of a Leader; Leadership vs. Management. • Theories: Trait Theory, Behavioral Theories (Ohio State & Michigan Studies), Contingency Theories (Fiedler, Path-Goal). • Styles: Transformational, Transactional, Servant, and Authentic Leadership.	
Unit-2	**Decision Making Foundations**
• Process: The Decision-Making Process; Types of Decisions (Programmed vs. Non-programmed). • Models: Rational Decision-Making Model; Bounded Rationality (Herbert Simon); Intuitive Decision Making. • Context: Individual vs. Group Decision Making; Vroom-Yetton-Jago Decision Model.	
Unit-3	**Cognitive Biases & Psychology**
• Psychology: Psychology of Decision Making; Heuristics and Biases (Anchoring, Availability, Confirmation Bias, Sunk Cost Fallacy). • Improving Quality: Overcoming biases; Evidence-based Management. • Emotional Intelligence: Role of EQ in Leadership and Decision Making.	
Unit-4	**Leadership in Action**
• Power & Influence: Sources of Power; Influence Tactics. • Teams: Leading High-Performance Teams; Groupthink and Group Shift in decision making. • Change: Leading Change (Kotter's Model); Decision making during Crisis and Uncertainty.	
Unit-5	**Ethical Leadership & Future**
• Ethics: Ethical Leadership; Ethical Decision-Making Models (Utilitarian, Rights, Justice). • Future Trends: Digital Leadership; Artificial Intelligence in Decision Making. • Development: Developing Leadership Pipeline; Self-Leadership.	

Suggestive Readings:

Text Books:

1. Northouse, Peter G. Leadership: Theory and Practice. SAGE Publications.
2. Bazerman, Max H., and Moore, Don A. Judgment in Managerial Decision Making. Wiley.

Reference Books:

1. Robbins, Stephen P., and Judge, Timothy A. Organizational Behavior (Chapters on Leadership & Decision Making). Pearson.
2. Yukl, Gary. Leadership in Organizations. Pearson.
3. Kahneman, Daniel. Thinking, Fast and Slow. Farrar, Straus and Giroux.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**
DSE003CO1	3	2	1	2	0	1	1	1	2
DSE003CO2	2	2	2	3	1	2	1	2	2
DSE003CO3	1	3	1	1	1	2	0	1	2
DSE003CO4	2	3	1	2	1	2	2	2	2
DSE003CO5	2	2	2	3	1	3	1	2	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester				
Course Name	Training and Development	L	T	P	C	Course Type
Course Code	DSE004	3	0	0	3	DSE

Course Objectives:

This course ensures that the students understand how:

1	To understand the role of training and development in enhancing employee performance and organizational effectiveness.
2	To analyze the process of Training Needs Assessment (TNA) at organizational, operational, and individual levels.
3	To comprehend the design and implementation of various training methods (On-the-job and Off-the-job).
4	To evaluate the effectiveness of training programs using standard models like Kirkpatrick's model.
5	To examine contemporary trends in training, such as e-learning, gamification, and management development programs.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
DSE004CO1	To Understand basic concepts associated with the learning process, learning theories, training and development.	L2
DSE004CO2	To Understand training needs, identification of training needs, training processes, training methods, and evaluation of training.	L2
DSE004CO3	To Evaluate emerging trends in training and development.	L5
DSE004CO4	To Examine relevance and usefulness of training expertise in the organizational work environment.	L4
DSE004CO5	To Design and implement a comprehensive training program addressing specific organizational needs.	L6

Syllabus:

Unit-1	Training Analysis and Need Assessment
Introduction to Training: Rationale for Training; Culture and Other Contexts; Training Process, TNA: Training Needs Assessment; Components of Training Needs Analysis; Sources of Data for Training Needs Analysis; Considerations for Designing Effective Training Programs. Process: Needs Assessment	

Process; Competency Models; Scope of Needs Assessment.	
Unit-2	**Learning Process and Theories**
Learning Concept: Concept of Learning; Principles of Learning. Theories: Learning Theories; Learning Process; Instructional Emphasis for Learning Outcomes. Environment: Learning Cycle; Learning Curve; Conditions for Effective Learning; Environment for effective learning.	
Unit-3	**Designing & Implementation of Training Program**
Design: Design of Training Program; Principles of Training Design; Training Design Process; Outlining Programmed Sequences and Themes; Approaches to Programmed Design. Implementation: Implementation of Training Program; Training Delivery Competencies. Trainers: Trainers and Training Styles; Trainers Role & Trainers Skills. Methods: Post training Support for Improved Performance at Work; Training Methods; Training Methods Compared with Objective.	
Unit-4	**Evaluation Models & Technologies for Training**
Evaluation: Concept of Evaluation; Stages of Evaluation; Different Evaluation Models. Models: Donald Kirkpatrick's Evaluation Model; Determining Return on Investment. Future: Measuring Human Capital and Training Activity; Future of Training and Development; Use of new Technologies for Training.	
Unit-5	**Measures for Variances in Delivery and Training Plan**
Delivery: Concept of Delivery, Focus on Content and Use of Multiple Delivery Methods. Control: Evaluation of Delivery after training; Variances Evaluation; Corrective measures for variances; Implementation Plan and future action for controlling deviations in delivery and training.	

Suggestive Readings:

Text Books:

1. Noe, Raymond A., and Kodwani, Amitabh Deo. Employee Training and Development. Tata McGraw Hill Publications.
2. Lynton, Rolf P., and Pareek, Udai. Training for Development. Vistaar Publications.
3. Rao, P. L. Enriching Human Capital through Training and Development. Excel Books.
4. Naik, G. P. Training and Development: Text, Research and Cases. Excel Books.

Reference Books:

1. Sahu, R. K. Training for Development. Excel Books, New Delhi.
2. Taylor, B. & Lippitt, G. Management Development and Training Hand Book. McGraw-Hill, London.
3. Deb, Tapomoy. Training & Development: Concepts & Applications. Ane Books.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**
DSE004CO1	3	1	1	1	0	1	0	0	2
DSE004CO2	3	2	1	1	1	1	0	1	2
DSE004CO3	2	3	1	0	2	1	1	2	3
DSE004CO4	2	2	1	2	1	1	0	1	2
DSE004CO5	3	3	2	3	2	1	1	3	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester				
Course Name	Human Resource Analytics	L	T	P	C	Course Type
Course Code	DSE005	3	0	0	3	DSE

Course Objectives:

This course ensures that the students understand how:

1	To understand the concept, scope, and importance of HR Analytics in data-driven decision-making.
2	To analyze the various metrics and models used for measuring HR effectiveness and efficiency.
3	To comprehend the application of analytics in key HR functions like recruitment, training, and performance management.
4	To evaluate the role of predictive analytics and statistical tools in workforce planning and retention.
5	To develop skills in visualizing HR data and creating dashboards for strategic insights.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
DSE005CO1	Explain the fundamental concepts and frameworks of HR Analytics.	L2
DSE005CO2	Apply HR metrics to measure the efficiency of recruitment, training, and compensation.	L3
DSE005CO3	Analyze workforce data using descriptive and predictive analytics techniques.	L4
DSE005CO4	Evaluate the impact of HR interventions on business performance using ROI analysis.	L5
DSE005CO5	Create HR dashboards and reports to communicate insights to stakeholders.	L6

Syllabus:

Unit-1	
Introduction to HR Analytics: Definition, Evolution, and Importance of HR Analytics; Levels of Analytics (Descriptive, Diagnostic, Predictive, Prescriptive); The HR Analytics Value Chain; Challenges in HR Analytics.	
Unit-2	
HR Metrics and Measurement: Designing HR Metrics; Key Metrics for Recruitment (Time to Hire, Cost	

per Hire), Training (Training ROI), Performance (Performance Ratings), and Compensation (Compa-ratio); Benchmarking.	
Unit-3	
Functional HR Analytics: Workforce Planning Analytics (Supply and Demand Forecasting); Talent Acquisition Analytics; Learning and Development Analytics; Performance Management Analytics; Retention Analytics (Churn/Attrition Analysis).	
Unit-4	
Predictive Analytics in HR: Introduction to Predictive Modelling; Regression Analysis in HR; Predicting Employee Turnover; Predicting Performance; Correlation and Causation in HR Data.	
Unit-5	
Data Visualization and Reporting: Principles of Data Visualization; Creating HR Dashboards; Storytelling with Data; Ethical Issues in HR Analytics (Data Privacy, Bias); Future of HR Analytics (AI and Machine Learning).	

Suggestive Readings:

Text Books:

1. Bhattacharyya, Dipak Kumar, "HR Analytics: Understanding Theories and Applications", Wiley India.
2. Soundararajan, R., and Singh, K., "Winning on HR Analytics: Leveraging Data for Competitive Advantage", SAGE Publications.
3. Fitz-enz, Jac, "The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments", AMACOM.

Reference Books:

1. Pease, Gene, "Human Capital Analytics: How to Harness the Potential of Your Organization's Greatest Asset", Wiley.
2. Marr, Bernard, "Data-Driven HR: How to Use Analytics and Metrics to Drive Performance", Kogan Page.
3. Edwards, Martin R., and Edwards, Kirsten, "Predictive HR Analytics: Mastering the HR Metric", Kogan Page.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
DSE005CO1	3	1	1	0	2	1	1	0	2
DSE005CO2	2	3	1	1	3	1	0	1	2
DSE005CO3	2	3	1	0	3	0	0	1	2
DSE005CO4	3	3	1	1	2	1	0	2	2
DSE005CO5	2	2	3	1	3	1	1	1	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester				
Course Name	Change Management	L	T	P	C	Course Type
Course Code	DSE006	3	0	0	3	DSE

Course Objectives:

This course ensures that the students understand how:

1	To understand the importance, forces, and types of organizational change and renewal.
2	To analyze the process of assembling and implementing change, including aligning structures and resources.
3	To comprehend the impact of technological changes on Human Resources and employee productivity.
4	To evaluate various organizational development models, including the Action Research and Appreciative Inquiry models.
5	To design and select appropriate OD intervention techniques for personal, team, and structural development.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
DSE006CO1	Demonstrate an understanding of Organizational change and Renewal.	L2
DSE006CO2	Examine the dynamic situation of the business environment, analyze situations, and implementation of change.	L4
DSE006CO3	Examine Human Resource and suitable technological change.	L4
DSE006CO4	Develop organizational models and intervention techniques.	L6
DSE006CO5	Evaluate the role of OD practitioners and the impact of intervention strategies on organizational effectiveness.	L5

Syllabus:

Unit-1	Organizational Change & Renewal
Introduction: Importance & imperative of change; Forces of change, types of change; Types of planned and unplanned change. Models & Challenges: Models of change; challenges of change; Change and its impact. Effects: Operational effect, psychological effect, social effect; People reactions to change. Culture: Changing organizational culture; Resistance to change; Managing Change.	
Unit-2	**Assembling & Implementation of Change into Organisation**
• Process: Steps in Assembling a Change; Management in Establishing a New Direction for the Organization. • Teams & Structure: Setting up of Change Teams; Aligning Structure; Systems and Resources.	

• Execution: Removing road Blocks; Absorbing Changes into Organization.	
Unit-3	**HR & Technological Changes**
• Technology: Introduction of special features of new technology; organizational implications of technological change. • HR Profile: Emerging profile HR; Employee Empowerment. • Productivity: Emotional Intelligence and employee productivity; Managing work stress.	
Unit-4	**Organizational Models for Development**
• OD Basics: Introduction, concept, characteristics, Need, Evolution of OD; OD Assumptions & Values. • Models: OD Models; 5 stage model of OD; Action Research model of OD & its features; Appreciative Inquiry model. • Practitioner: Role and style of OD practitioners; Formation of Practitioner and client relationship; Relationship models, Issues in relationship.	
Unit-5	**Organizational Development Interventions & Techniques**
• Strategies: Strategies for OD Intervention; Basic Strategies to change; Integration of change strategies Stream analysis. • Interventions: Team Building; Sensitivity Training; Selecting OD interventions; Major OD intervention techniques. • Types: OD personal & Interpersonal Interventions; Team development Interventions; Educational and Structural Interventions.	

Suggestive Readings:

Text Books:

1. Nilakant, V. and Ramnaryan, S., Managing Organisational Change, Response Books, New Delhi .
2. Beckhanrd, Richard and Harris, Reuben T., Organisational Transitions : Managing Complex Change, Addision, - Wesley.
3. Kanter, R.M., Stein, B.A and Jick, T.D., The Challenge of Organisational Change, Free Press, New York.

Reference Books:

1. Hammer, Michael and Champy, James, Reengineering the Corporation : A Manifesto for Business Revolution, Harper Business, New York.
2. Hurst , David K., Crisis and Renewal : Meeting the Challenge of Organisational Change, Harvard University Press.
3. Pattanayak, Biswajeet and Kumar Pravash, Change for Growth, Wheeler Publications, New Delhi .
4. Morgan, Gareth, Imagination, Response Books, New Delhi.
5. Madhukar Shukla, Competing Through knowledge, Response Books, New Delhi.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5

Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**
DSE006CO1	3	2	1	2	1	1	1	1	2
DSE006CO2	2	3	1	2	1	1	2	2	2
DSE006CO3	2	2	1	2	3	1	1	1	2
DSE006CO4	2	3	1	2	1	1	1	2	2
DSE006CO5	2	3	2	3	1	2	1	1	2

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester				
Course Name	Human Resource Audit	L	T	P	C	Course Type
Course Code	DSE007	3	0	0	3	DSE

Course Objectives:

This course ensures that the students understand how:

1	To understand the concept, scope, and rationale of Human Resource Audit in evaluating organizational effectiveness.
2	To analyze the various approaches and methodologies used for conducting an HR audit.
3	To comprehend the process of auditing specific HR functions such as recruitment, training, and performance management.
4	To evaluate the HRD climate, organizational culture, and legal compliance through audit mechanisms.
5	To design an HR audit report and understand the linkage between HR audit and business results (ROI).

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
DSE007CO1	Explain the fundamental concepts, objectives, and benefits of HR auditing.	L2
DSE007CO2	Apply audit methodologies and instruments to assess HR systems and competencies.	L3
DSE007CO3	Analyze the effectiveness of HR sub-systems and identify gaps in compliance and execution.	L4
DSE007CO4	Evaluate the organizational culture and HRD climate using standard audit frameworks (e.g., TVRLS).	L5
DSE007CO5	Create a comprehensive HR audit report with actionable recommendations for business improvement.	L6

Syllabus:

Unit-1	HUMAN RESOURCE AUDIT PROCESS
• Meaning, Need, and Objectives of HR; • Human Resource Audit Process; • Audit of Human Resource Function; • Planning Questions, Collecting Data, • Analyzing the Audit Data; Interpretation: • Assessing the Ability for Change	
Unit-2	**CHANGES IN HUMAN RESOURCE AUDIT**
• Workforce Communication and Employee Relations; Performance Management; Compensation System; Teambuilding System; Assessing the Ability for Change; Post Audit Steps; Preventive and Corrective Actions; Role in Business Improvement; Methodology and Limitations; Appropriate HR Audit Policy.	
Unit-3	**HUMAN RESOURCE AUDIT & HR DEVELOPMENT**
• Methods of conducting HR Audit; Interview, Workshop, Observation, Questionnaire; Components of HR Audit; Need and Significance of HR Audit Development, Process of HR Audit, Approaches of HR Audit; Principles of Effective HR Auditing, Qualification & responsibility of HR Auditor in India.	
Unit-4	**HR AUDIT FOR LEGAL COMPLIANCE & SAFE BUSINESS PRACTICES**
• Areas covered by HR Audit ; Pre-employment Requirements; Hiring Process; New-hire Orientation Process; Workplace Policies and Practices; HR Audit Ethics and sage business Practices; HR Audit as Intervention - Introduction, Effectiveness of Human Resource Development	
Unit-5	**HUMAN RESOURCE AUDITING AS A TOOL OF HUMAN RESOURCE VALUATION & AUDIT REPORT**
•Rationale of Human Resource Valuation and Auditing; Valuation of Human Resource; Issues in Human Capital Measurement and Reporting; HR Audit Report ;Report Design ; Preparation of report; Use of HR Audit report for business improvement.	

Suggestive Readings:

Text Books:

1. Rao, T.V. HRD Audit: Evaluating the Human Resource Function for Business Improvement. SAGE Publications.
2. Rakesh Chandra Katiyar, Accounting For Human Resources , UK Publishing
3. M. Saeed, D.K. Kulsheshtha , Human Resource Accounting, Anmol Publications.
4. D. Prabakara Rao, Human Resource Accounting, Inter India Publications

Reference Books:

1. Udpa, S.R. Quality Circles: Progress through Participation. Tata McGraw Hill.
2. Rothwell, William J. HRD Audit and Analysis. HRD Press.
3. Human Resource Management by Gary Dessler, Pearson Publications.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5

Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**
DSE007CO1	3	1	1	0	1	2	1	0	2
DSE007CO2	2	3	1	1	2	2	0	1	2
DSE007CO3	2	3	1	1	2	3	0	1	2
DSE007CO4	2	2	1	2	1	3	1	0	2
DSE007CO5	3	3	3	2	2	3	1	2	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester				
Course Name	Performance Management	L	T	P	C	Course Type
Course Code	DSE008	3	0	0	3	DSE

Course Objectives:

This course ensures that the students understand how:

1	To Understand the Theory, Concept & Good practices in the area of PMS.
2	To understand & appreciate the Strategic Importance of PMS in any Organization.
3	To analyze Project Presentation
4	To evaluate Performance of the employee
5	To create good Performance evaluation system

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
DSE008CO1	Understand the concepts, frameworks, and strategic role of Performance Management Systems (PMS).	**L2**
DSE008CO2	Apply goal-setting techniques and career development tools to enhance employee engagement.	**L3**
DSE008CO3	Evaluate performance using modern tools like 360-degree feedback and the Bell Curve methodology.	**L5**
DSE008CO4	Analyze performance issues to formulate effective Performance Improvement Plans (PIP).	**L6**
DSE008CO5	Design job structures and comprehensive performance evaluation systems aligning with organizational goals.	**L6**

Syllabus:

Unit-1	Introduction
• Content: Introduction to the concept of "Performance"; Brief History of "PMS"; Performance Management Framework: The importance of performance management; The Place of "PMS" in HR.	
Unit-2	**Performance Planning**
• Content: Performance Planning: Organizational mission, strategy and goals; Steps in Performance Management; Goals Setting (SMART Goals), Quality of Goals Audit; Career Development; Employee Engagement through PMS, The Role of Career Development in the Engagement of Employees.	
Unit-3	**Project Presentation**
• Content: Mid Term Assignment/ Project Presentation; Performance Ratings, BELL CURVE; Relevance	

of Bell Curve in the current Scenario.	
Unit-4	**Performance Management Culture**
• Content: Creating a performance management culture through HR programs and practices; Performance planning process and employee performance; Performance assessment, including 360-degree feedback; Performance improvement planning (PIP), identifying root causes of performance issues.	
Unit-5	**Designing Jobs**
• Content: Designing jobs to enhance performance, JD; Performance assessment, including 360-degree feedback; Performance improvement planning (PIP), identifying root causes of performance issues and supporting the Employee to turn-around.	

Suggestive Readings:

Text Books:

1. Rao, T.V. Performance Management and Appraisal Systems. Sage Publication, 2016.
2. Cardy, Robert. Performance Management: Concepts, Skills and Exercise. Taylor & Francis, 2022.
3. Armstrong, Michael. Armstrong's Handbook of Performance Management. Kogan Page Publishers, 2020.

Reference Books:

1. Adler, Ralph W. Strategic Performance Management. Routledge (Taylor & Francis), 2018.
2. Dessler, Gary. Human Resource Management (relevant PMS chapters). Pearson Education, 2021.
3. Singh, B.D. Performance Management Systems and Strategies. Excel Book India, 2010.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
DSE008CO1	3	1	1	1	1	1	0	1	2
DSE008CO2	2	2	2	3	1	2	0	1	2
DSE008CO3	2	3	1	2	2	2	0	1	2
DSE008CO4	2	3	1	2	1	2	0	1	2
DSE008CO5	3	3	2	2	2	2	1	2	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

FINANCE MANAGEMENT

Program	Bachelor of Business Administration	Semester				
Course Name	Financial Institutions & Markets	L	T	P	C	Course Type
Course Code	DSE009	3	0	0	3	DSE

Course Objectives:

This course ensures that the students understand how:

S. No.	Course Objectives
1	To introduce students to the structure, reforms, and evolving role of the Indian financial system.
2	To develop understanding of the regulatory framework governing financial institutions and markets in India.
3	To familiarize learners with the functioning of financial markets, intermediaries, and market instruments.
4	To impart knowledge of bond markets in India and abroad and their relevance for investors and institutions.
5	To analyze the role, structure, and regulation of major financial institutions such as banks, insurance companies, and mutual funds.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO No.	Course Outcomes	BT Level
DSE009CO1	Explain the structure, reforms, and key components of the Indian financial system.	L2
DSE009CO2	Analyze the role of regulatory institutions such as RBI, SEBI, IRDA, and PFRDA in maintaining financial stability.	L4
DSE009CO3	Describe the functioning of financial markets, intermediaries, and financial instruments.	L3
DSE009CO4	Examine bond markets in India and international markets and assess their benefits and risks for investors.	L4
DSE009CO5	Evaluate the structure, regulation, and performance of financial institutions including banks, insurance companies, and mutual funds.	L5

Syllabus:

Unit-1	INTRODUCTION TO INDIAN FINANCIAL SYSTEM	Contact Hours: 10

An overview of the Indian financial system, financial sector reforms; context, need and objectives; major reforms in the last decade; competition; deregulation; capital requirements; issues in financial reforms and restructuring; future agenda of reforms.		
Unit-2	REGULATORY INSTITUTIONS IN INDIA	Contact Hours: 15
RBI, SEBI, IRDA, PFRDA, Corporate Governance and SEBI Role of central bank and commercial banks, Commercial Banking, Role of Banks, NPA, Risk Management in Banks, Basel Norms, Products offered by Banks and FIs: Retail banking and corporate banking products. Universal Banking: need and importance, trends and RBI guidelines, Core banking solution (CBS); RTGS and internet banking.		
Unit-3	FINANCIAL MARKETS AND INTERMEDIARIES	Contact Hours: 7
Function of financial markets; Structure of financial markets; Financial market instruments; Function of financial intermediaries; Types of financial intermediaries; Regulation of the financial market.		
Unit-4	BOND MARKET IN INDIA AND ABROAD.	Contact Hours: 5
Concept of bond; Bond market securities; Treasury notes and bonds; municipal bonds; corporate bonds; international bond market securities, benefits and challenges for investors.		
Unit-5	OTHER FINANCIAL INSTITUTIONS	Contact Hours: 8
Insurance companies- life insurance companies – size, structure and composition of the industry; property- casualty insurance companies – size, structure and composition of the industry; regulation of insurance companies; Mutual fund: size, structure and composition of the industry; different types of mutual funds; mutual fund prospectus and objectives.		

Suggestive Readings:

Text Books

- Saunders, A. & Cornett, M. M. Financial markets and institutions. New Delhi: Tata
- McGraw-Hill Education.
- Madura J. *Financial markets and institutions.* Singapore: Cengage

Learning Reference Books:

- Meir K. *Financial institutions and markets.* New Delhi: Oxford University Press.
- Fabozzi, F. J., Modigliani, F., Jones, F. J., & Ferri, M. *Foundations of Financial Markets and Institutions.*

Assessment Scheme

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/	☑		10			Group	Levels 1 to 5

Project							
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**
DSE009CO1	3	1	1	0	1	1	1	0	2
DSE009CO2	3	3	1	0	2	2	1	0	2
DSE009CO3	3	2	1	0	1	1	1	1	2
DSE009CO4	2	3	1	0	2	1	2	1	2
DSE009CO5	3	3	1	1	2	2	1	1	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester				
Course Name	Working Capital Management	L	T	P	C	Course Type
Course Code	DSE010	3	0	0	3	DSE

Course Objectives:

This course ensures that the students understand how:

S. No.	Course Objectives
1	To introduce the nature, components, types, and significance of working capital and factors affecting its composition.
2	To develop understanding of working capital estimation, operating cycle approach, financing patterns, and short-term funding sources.
3	To build analytical skills in managing cash flows through budgeting, planning, and cash management models.
4	To impart knowledge of inventory management techniques and management of current liabilities.
5	To enhance decision-making regarding receivables management through credit analysis and creditworthiness evaluation.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO No.	Course Outcomes	BT Level
DSE010CO1	Explain the nature, components, determinants, and significance of working capital.	L2
DSE010CO2	Estimate working capital needs using the operating cycle, ratios, and short-term financing sources.	L4
DSE010CO3	Apply cash planning, budgeting, and management models for optimizing cash balances.	L4
DSE010CO4	Analyze inventory management techniques and evaluate cost–benefit implications.	L5
DSE010CO5	Assess receivables management decisions through evaluation of credit standards and customer creditworthiness.	L5

Syllabus:

Unit-1	INTRODUCTION OF WORKING CAPITAL	Contact Hours: 10
Nature, Components, Types, Functions, Determinates and Significance. Factors Affecting Composition of Working Capital.		
Unit-2	WORKING CAPITALPOLICIES	Contact Hours: 8
Estimation of Firm's Working Capital Needs, Operating Cycle Approach, Working Capital Ratios, Behaviours of Current Assets and Pattern of Financing, Quick Sources of Finance, commercial Papers, Factoring, Bank Credit.		

Unit-3	MANAGEMENT OFCASH	Contact Hours: 8
Motives for Holding Cash, Significance, Cash Planning andBudgeting, Management of Cash Collection, Disbursement of Cash, Cash Management Models.		
Unit-4	INVENTORY MANAGEMENT	Contact Hours: 8
Management of Inventory – Purpose for holding inventory, components, cost benefit analysis, inventory management techniques. Management of Current Liabilities – Sundry Creditors, Bills Payable, Contingencies.		
Unit-5	RECEIVABLES MANAGEMENT	Contact Hours:11
Nature, Significance, Credit Standards, Evaluating the CreditWorthiness of a Customer.		

Suggestive Readings:

Text Books:

- R.P. Rustagi,Working Capital Management, Taxmans Publications Private Limited.
- Hrishikes Bhattacharya, Working Capital Management : Strategies and Techniques, PHI Learning.

Reference Books:

- R.K. Gupta and Himanshu Gupta ,Working Capital & Finance, PHI Learning

Parvinder Singh, Managing Working Capital, Taxmans Publications Private Limited.

Assessment Scheme (2024-25):

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
DSE010CO1	3	1	1	0	1	1	0	0	2
DSE010CO2	3	3	1	0	2	1	0	1	2
DSE010CO3	2	3	1	0	2	1	0	1	2
DSE010CO4	2	3	1	0	2	1	0	1	2
DSE010CO5	2	3	1	0	2	2	0	1	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester				
Course Name	Capital Budgeting	L	T	P	C	Course Type
Course Code	DSE011	3	0	0	3	DSE

Course Objectives:

This course ensures that the students understand how:

S. No.	Course Objectives
1	To introduce students to the concept, importance, and process of capital budgeting in long-term financial planning.
2	To develop understanding of traditional capital budgeting techniques and their application in investment decisions.
3	To impart analytical knowledge of discounted cash flow techniques for evaluating capital investment proposals.
4	To familiarize learners with risk and uncertainty analysis in capital budgeting decisions.
5	To analyze advanced and contemporary issues in capital budgeting including replacement, leasing, ESG, and sustainability investments.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO No.	Course Outcomes	BT Level
DSE011CO1	Explain the nature, objectives, and process of capital budgeting and its role in long-term financial planning.	L2
DSE011CO2	Apply traditional capital budgeting techniques such as Payback Period and ARR to evaluate investment proposals.	L3
DSE011CO3	Analyze investment proposals using discounted cash flow techniques such as NPV, IRR, and PI.	L4
DSE011CO4	Assess risk and uncertainty in capital budgeting decisions using quantitative risk analysis tools.	L5
DSE011CO5	Evaluate advanced capital budgeting decisions considering replacement, leasing, taxation, ESG, and sustainability factors.	L6

Syllabus:

Unit-1	INTRODUCTION TO CAPITAL BUDGETING	Contact Hours: 6
Meaning, nature, and importance of capital budgeting. Objectives and significance of capital budgeting decisions. Types of capital investment proposals. Capital budgeting process and steps involved. Role of capital budgeting in long-term financial planning. Difficulties and limitations of capital budgeting decisions.		
Unit-2	TRADITIONAL CAPITAL BUDGETING TECHNIQUES	Contact Hours: 10
Payback Period method: concept, computation, advantages, and limitations. Discounted Payback Period. Accounting Rate of Return (ARR): calculation, merits, and demerits. Evaluation of projects using traditional techniques. Comparison of traditional methods.		

Unit-3	DISCOUNTED CASH FLOW TECHNIQUES	Contact Hours: 10
Time value of money concept. Net Present Value (NPV): concept, computation, and decision rules. Internal Rate of Return (IRR): concept and calculation. Profitability Index (PI). Comparison of NPV and IRR. Selection of mutually exclusive and independent investment projects.		
Unit-4	RISK & UNCERTAINTY IN CAPITAL BUDGETING	Contact Hours: 10
Risk and uncertainty in capital budgeting decisions. Measurement of risk. Risk-adjusted discount rate. Certainty equivalent approach. Sensitivity analysis, scenario analysis, and decision tree analysis. Inflation and capital budgeting decisions. Capital rationing: concept and techniques.		
Unit-5	ADVANCED & CONTEMPORARY ISSUES IN CAPITAL BUDGETING	Contact Hours: 10
Replacement and expansion decisions. Lease versus buy decisions. Project appraisal under capital constraints. Impact of taxation and depreciation on capital budgeting. Introduction to real options approach. Contemporary issues in capital budgeting including ESG investments, sustainability projects, and technology-driven investment appraisal.		

Suggestive Readings:

Text Books:

- Financial Management – M. Y. Khan & P. K. Jain
- Financial Management – Prasanna Chandra
- Corporate Financial Management – S. Kevin

Reference Books: –

- Fundamentals of Financial Management – Brigham & Houston
- Principles of Corporate Finance – Brealey, Myers & Allen
- **Capital Budgeting** – Richard A. Brealey

Assessment Scheme

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
DSE011CO1	3	1	1	0	1	1	1	1	2
DSE011CO2	2	3	1	0	2	0	0	1	2
DSE011CO3	2	3	1	0	2	1	1	2	2
DSE011CO4	2	3	1	0	2	1	0	2	2
DSE011CO5	3	3	1	1	2	3	1	2	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester				
Course Name	Behavioral Finance	L	T	P	C	Course Type
Course Code	DSE012	3	0	0	3	DSE

Course Objectives:

This course ensures that the students understand how:

S. No.	Course Objectives
1	To introduce students to the foundations, scope, and relevance of behavioral finance as an alternative to classical finance theories.
2	To develop understanding of cognitive biases, heuristics, and emotional influences affecting investor decision making.
3	To analyze modern behavioral finance theories explaining risk perception, market anomalies, and investor irrationality.
4	To examine the role of behavioral factors in corporate financial decisions such as capital structure and dividend policy.
5	To provide insights into emotional mechanisms, personality traits, and neurophysiological aspects influencing risk-taking behaviour.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO No.	Course Outcomes	BT Level
DSE012CO1	Explain the concepts, scope, and theoretical foundations of behavioral finance and classical finance theories.	L2
DSE012CO2	Analyze the impact of cognitive biases, heuristics, and emotions on individual investment decisions.	L4
DSE012CO3	Evaluate behavioral explanations of market anomalies, bubbles, crashes, and arbitrage limitations.	L5
DSE012CO4	Analyze behavioral influences on corporate financial decisions relating to capital structure and dividend policy.	L5
DSE012CO5	Evaluate risk-taking behaviour using emotional, psychological, and neurophysiological perspectives.	L6

Syllabus:

Unit-1	Introduction to Behaviour Finance and Classical Theories	Contact Hours: 10
Introduction to Behavioral finance; Nature, scope, objectives and application; Building blocks of behavioral finance; Classical finance theories; Investment Decision Cycle; Judgment under Uncertainty; Cognitive information perception ; Peculiarities , cognitive biases , emotional influences and Heuristics.		
Unit-2	Modern Theories of Behaviour Finance	Contact Hours: 8
Utility Preference Functions; Expected Utility Theory and Rational Thought; Prospect theory and mental accounting; Equity Premium Puzzle-prospect theory; Decision making under risk and uncertainty; Investor rationality and market efficiency.		
Unit-3	Behaviour Aspects of Investors' and Market Anomalies	Contact Hours: 8

Behavioral Factors and Financial Markets; Behavior aspects of investors decision; Financial Market anomalies; Stock Market Bubbles and Crashes from behavior perspective; Arbitrage Model		
Unit-4	Behaviour Corporate Financial Decisions	Contact Hours: 8
Behavioral Corporate Finance; Behavioral factors and Corporate Decisions on Capital Structure and Dividend Policy; Capital Structure dependence on Market Timing ; Catering and Systematic approach ; Behavioral factors		
in corporate decision making.		
Unit-5	Emotional Mechanisms and Neurophysiology in Risk Taking	Contact Hours:11
Emotions and Decision Making; Experimental and Emotional mechanisms in modulating risk-taking attitude ; Neurophysiology of risk taking; Personality traits and risk attitudes in different domains.		

Suggestive Readings:

Text Books:

- Parag Parikh ,Value Investing and Behavioral Finance:Insights into stock market realities, McGraw Hill Education
- Lucy Ackert ,Understanding Behavioral Finance ,Cengage Learning India Publishing company

Reference Books:

- Ranjit Singh, Behavior Finance, PHI Learning
- Prasanna Chandra, Behavioral Finance, McGraw Hill Education.

Assessment Scheme

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
DSE012CO1	3	2	1	0	1	1	1	0	2
DSE012CO2	2	3	1	0	1	2	1	1	2
DSE012CO3	3	3	1	0	1	2	2	1	2
DSE012CO4	3	3	1	1	1	2	1	2	2
DSE012CO5	2	3	1	0	1	2	1	1	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester	

Course Name	Banking & Insurance	L	T	P	C	Course Type
Course Code	DSE013	3	0	0	3	DSE

Course Objectives:

This course ensures that the students understand how:

S. No.	Course Objectives
1	To introduce students to the evolution, structure, and functioning of the Indian banking system and the role of the Reserve Bank of India.
2	To develop understanding of financial instruments, markets, and institutions operating in the domestic and international financial system.
3	To familiarize students with different types of banking services including corporate, retail, investment banking, and venture capital.
4	To impart knowledge of the Indian insurance system, insurance principles, policy structure, and regulatory framework.
5	To equip students with conceptual and practical understanding of risk management, types of risks, and corporate risk management processes.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO No.	Course Outcomes	BT Level
DSE013CO1	Explain the evolution, structure, and functions of the Indian banking system and the role of the central bank.	L2
DSE013CO2	Describe and classify financial instruments, markets, and institutions operating in domestic and international environments.	L2
DSE013CO3	Analyze different banking services such as corporate, retail, investment banking, and venture capital.	L4
DSE013CO4	Explain insurance concepts, principles, policy structures, and regulatory framework governing the Indian insurance industry.	L3
DSE013CO5	Analyze various types of risks and apply risk management techniques in corporate and financial contexts.	L4

Syllabus:

Unit-1	INTRODUCTION OF BANKING SYSTEM	Contact Hours: 9
Evolution of Banking System, Definition of Banking, Types of Banks, Functions of Different Types of Banks, Central Banking, functions of Central Bank, Reserve Bank of India, Introduction to Indian finance System and An Overview of Indian Banking System.		
Unit-2	INTRODUCTION OF FINANCIAL INSTRUMENTS	Contact Hours: 9
Debt Market, Equity Market, Financial Services, Depository Institutions, Non-Depository Institutions, Money Market Instruments, International Financial Instruments.		
Unit-3	TYPES OF INDIAN BANKING SYSTEM	Contact Hours: 5
Corporate Banking, Retail Banking, Investment Banking, Venture Capital.		

Unit-4	INTRODUCTION OF INDIAN INSURANCE SYSTEM & POLICY	Contact Hours: 9
Insurance: Meaning, Types of Risks Covered, Type of Insurance, Principles of Insurance, Growth & Development of Indian Insurance Industry, Regulations of Insurance Business – IRDA; Introduction to Life & General Insurance, Life Insurance: Features of Life Insurance, Essentials of Life Insurance Contract, Kinds of Insurance Policies, Premium determination, Life Policy Conditions		
Unit-5	INTRODUCTION OF RISK MANAGEMENT	Contact Hours: 13
Introduction to Risk Management: The Concept of Risk, Risk vs. Uncertainty, Types of Risks: Market Risk, Credit Risk, Operational Risk, Interest Risk, Business Risk, Systematic Risk, Classifying Pure Risks, Methods of Handling Pure Risks, Risk Management Process, Risk Financing Techniques, Risk Management Objectives, Risk Management Information Systems (RMIS), Corporate Risk Management Process and firms.		

Suggestive Readings:

Text Books: -

- Bayer and Dennis, Money Banking and Financial Market
- ICFAI Publication Series
- Saving the Indian saver by Urjit Patel
- The Fundamentals of Insurance by Hargovind Dayal

Reference Books: -

- Fundamentals Principles of Insurance by Prof. M. Eswari Karthikeyan
- Banking and Insurance by Saptarshi Ray and Sayane Nayake Pearson publication
- The Psychology of Money by Morgan housel

Assessment Scheme (2024-25):

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
DSE013CO1	3	1	1	0	1	2	1	0	2
DSE013CO2	3	2	1	0	1	1	3	1	2
DSE013CO3	3	3	1	1	2	1	1	3	2
DSE013CO4	2	1	1	0	1	3	1	0	2
DSE013CO5	2	3	1	1	2	2	1	2	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester	

Course Name	Corporate Tax	L	T	P	C	Course Type
Course Code	DSE014	3	0	0	3	DSE

Course Objectives:

This course ensures that the students understand how:

S. No.	Course Objectives
1	To introduce students to the basic concepts of income tax, assessment, residential status, and tax incidence applicable to individuals and companies.
2	To enable students to understand and apply general principles governing computation of income from business or profession and permissible deductions.
3	To develop competence in computing taxable income of different types of companies in accordance with income tax provisions.
4	To analyze the tax implications of managerial and strategic business decisions and their impact on cash flows.
5	To familiarize students with tax planning strategies, policies, and incentives relating to corporate restructuring, capital structure, and industrial undertakings.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO No.	Course Outcomes	BT Level
DSE014CO1	Explain fundamental income tax concepts, residential status, tax incidence, and exempt incomes applicable under the Income Tax Act.	L2
DSE014CO2	Compute income from business or profession by applying general principles, deductions, allowances, and valuation rules.	L3
DSE014CO3	Calculate taxable income of various categories of companies by applying relevant provisions and set-off rules.	L4
DSE014CO4	Analyze the tax implications of managerial decisions such as make or buy, own or lease, expansion, and shutdown decisions.	L4
DSE014CO5	Evaluate tax planning strategies and policies related to mergers, amalgamations, capital structure, and industrial incentives.	L5

Syllabus:

Unit-1	INTRODUCTION OF BASICS CONCEPTS	Contact Hours: 9
Basic concepts- assessment Year- Previous Year-Person- Assessed- Income-Gross Total income- Total Income-Capital Asset- Company- Capital Receipts Vs Revenue Receipts-Capital Expenditure Vs Revenue Expenditure-Methods of Accounting- Amalgamation. Residential Status and Tax Incidence- Incomes Exempt from Tax.		
Unit-2	GENERAL PRINCIPALS OF DEDUCTIONS	Contact Hours: 9
Computation of Profits and Gains of Business or Profession- General Principles- Deductions and Allowances-Deemed Profits- Income from Undisclosed Sources- Valuations of Stock- Problems on Computation of Income from Business or Profession.		
Unit-3	TAXATION OF COMPANIES	Contact Hours: 9

Taxation of Companies: Definitions of Indian Company-Domestic Company, Foreign Company, Industrial Company, Widely Held Company, Closely Held company, Investment Company, Consultancy, Service Company and Trading company. Deductions available Company- Carry Forward and Set off of Losses in the cases of certain companies-Tax on undistributed Profits of Domestic Companies- Problems on Computation of Taxable Income of Corporate Assesses.		
Unit-4	TAXATION DECISIONS & IMPLICATIONS	Contact Hours: 9
Tax Consideration in Specified Managerial Decisions and Their Implications on Cash Flow, Make or Buy, Own or Lease, Retain or Replace, Export or Domestic Sales, Shutdown or Continue, Purchase by Installation or Hire, Expand or Reduce the Size of Business.		
Unit-5	TAXATION PLANS & POLICIES	Contact Hours: 9
Tax Consideration in Special Areas- Foreign Collaboration Agreements, Mergers, Amalgamation, Reconstructions, Acquisition, Capital Structure, Dividend Policy-Depreciation and Other Allowances- New Industrial Undertakings and Tax Relieves- Personal Compensation Plan.		

Suggestive Readings:

Text Books:

1. Acharya, Shuklendra and M.G. Gurha. Tax Planning under Direct Taxes. Allahabad: Modern Law Publication.
2. Ahuja, Girish and Ravi Gupta. Corporate Tax Planning and Management. New Delhi: Bharat Law House
3. Goyal, S.P. Direct Tax Planning. Agra: Sahitya Bhawan

Reference Books:

1. Pagare, Dinkar. Direct Tax Planning and Management. New Delhi: Sultan Chand and Sons
2. Singhania, Vinod K., Kapil Singhania and Monica Singhania. Direct Taxes Planning and Management. New Delhi: Taxmann

Assessment Scheme (2024-25):

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
DSE014CO1	3	1	1	0	1	2	0	0	1

DSE014CO2	3	3	1	0	2	1	0	1	2
DSE014CO3	3	3	1	0	2	1	1	1	2
DSE014CO4	3	3	1	2	2	2	1	2	2
DSE014CO5	3	3	1	2	2	3	1	3	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	**Bachelor of Business Administration**	**Semester**				
Course Name	**Portfolio Management**	**L**	**T**	**P**	**C**	**Course Type**
Course Code	**DSE015**	**3**	**0**	**0**	**3**	**DSE**

Course Objectives:

This course ensures that the students understand how:

S. No.	Course Objectives
1	To introduce the concepts, scope, and strategies of portfolio management with emphasis on fixed-income and equity investments.
2	To develop understanding of risk–return concepts and the functioning of money market, capital market, and derivative instruments.
3	To familiarize students with the structure, functioning, and regulation of Indian security markets and derivative trading mechanisms.
4	To enable students to apply portfolio optimization and performance evaluation models such as Markowitz and Sharpe models.
5	To equip students with valuation techniques for securities, projects, and goodwill for informed investment decision-making.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO No.	Course Outcomes	BT Level
DSE015CO1	Explain portfolio management concepts, strategies, and sources of income from equity and fixed-income securities, including foreign bonds.	L2
DSE015CO2	Measure and interpret risk and return using statistical tools and assess the investment environment and financial instruments.	L3
DSE015CO3	Describe the functioning of Indian security markets and apply trading and derivative strategies in equity and commodity markets.	L3
DSE015CO4	Apply Markowitz and Sharpe portfolio models to optimize portfolios and evaluate portfolio performance.	L4
DSE015CO5	Evaluate securities, projects, and goodwill using valuation models such as CAPM, dividend models, and cash flow techniques.	L5

Syllabus:

Syllabus:

Unit-1	INTRODUCTION TO PORTFOLIO MANAGEMENT	Contact Hours: 10
Introduction of Portfolio management and fixed income. Various Portfolio Management Strategies- Active and passive portfolio management. Sources of income from fixed-income instruments. Investing in foreign bond markets. Managing a portfolio of stocks. Active and passive management of a portfolio of stocks. Analysis of investment styles based on portfolio and income.		
Unit-2	INTRODUCTION TO RISK AND RETURN	Contact Hours: 15
Risk and Return: Concepts of risk and return, how risk is measured in terms of standard deviation and variance, and the relationship between risk and return. Investment Environment: Features and composition of money market and capital market, money market, capital market instruments, and financial derivatives.		
Unit-3	INDIAN SECURITY MARKET AND DERIVATIVES	Contact Hours: 7

Primary and Secondary market in India; Stock exchanges in India; BSE, NSE; Regulations of stock exchanges; Trading system in stock exchanges; Derivatives- Financial Derivatives; Futures and Options; Trading strategies; Commodity Derivatives.		
Unit-4	MODELS OF MARKOWITZ AND SHARPE	Contact Hours: 5
Markowitz's Model – Assumptions –Specific model – Risk and return optimization – Efficient frontier – Efficient portfolios –Leveraged portfolios – Corner portfolios – Sharpe's Single Index model – Portfolio-evaluation measures – Sharpe's Performance Index		
Unit-5	VALUATION & TREATMENT OF GOODWILL	Contact Hours: 8
Equity and Enterprise Value; Valuation Methods; Free Cash Flow; Garden Dividend Model, CAPM; Project Valuation; Warrant Valuation; Treatment of Goodwill		

Suggestive Readings:

Text Books:

- Investment Analysis & Portfolio Management, Prasanna Chandra, Mc Graw Hill
- Modern Portfolio Management: Moving Beyond Modern Portfolio Theory 1st Edition by Todd E. Petzel (Author)

Reference Books:

- Investment Analysis & Portfolio Management, M. Ranganathan, R. Madhumathi, Pearson
- Investing in India, Rahul Saraogi, (Wiley Finance) 1st Edition, Kindle Edition
- Security Analysis and Portfolio Management, Dhanesh Khatri, Trinity

Assessment Scheme (2025-2):

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
DSE015CO1	3	1	1	0	1	1	2	1	2
DSE015CO2	2	3	1	0	2	0	2	1	2
DSE015CO3	3	2	1	0	2	0	3	2	2
DSE015CO4	2	3	1	0	2	0	1	2	2
DSE015CO5	3	3	1	0	2	1	1	3	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	**Bachelor of Business Administration**	**Semester**				
Course Name	**Corporate Finance**	**L**	**T**	**P**	**C**	**Course Type**

Course Code	DSE016	3	0	0	3	DSE

Course Objectives:

This course ensures that the students understand how:

S. No.	Course Objectives
1	To introduce the concepts, characteristics, and role of small business enterprises in economic development with special reference to India.
2	To develop understanding of the dynamics, problems, financing, and government policies related to small scale industries.
3	To familiarize students with institutional support systems, incentives, and subsidies available for small business enterprises.
4	To impart managerial knowledge related to production, finance, marketing, strategy, personnel, and office management in small businesses.
5	To expose students to global opportunities, export procedures, e-commerce, and the role of women SHGs in micro and small enterprises.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO No.	Course Outcomes	BT Level
DSE016CO1	Explain the concepts, characteristics, stages, and economic significance of small business enterprises and family businesses.	L2
DSE016CO2	Analyze the growth, performance, problems, sickness, and financing of small scale industries in India.	L3
DSE016CO3	Describe the role of government and institutional support systems, incentives, and subsidies for small business development.	L3
DSE016CO4	Apply functional management principles in production, finance, marketing, strategy, and personnel management of small businesses.	L4
DSE016CO5	Evaluate global business opportunities, export procedures, e-commerce practices, and the role of women SHGs in micro enterprises.	L5

Syllabus:

Unit-1	**Basics of Small Business Enterprise & Corporate Finance**	Contact Hours: 9
Small Business – Definition – Features – Role of Small Business in Economic Development – Reasons for Establishing Small Business – Quality of Small Businessmen – Advantages and Disadvantages of Small Business – Reasons for Failures of Small Business – Characteristics of Successful Small Businessmen – Different Stages of Small business – Steps in Setting up a Small Business – Crisis Management in Business – Relationships between Small and Large Units – Small Sector in India – A note on Family Business.		
Unit-2	Dynamics of Small Business	Contact Hours: 9
Concepts and Definitions of Small Scale Industries (SSIs) – Role of SSIs – Government Policy and Development of SSIs – Growth and Performance – SSI Sector and Committee Report – Reservation of items for SSI – Problems of SSI – Sickness of SSI: Causes, Symptoms and Cures – financing of SSI's- Prospects		

of Small-Scale Industries in India.		
Unit-3	Institutions Supporting Small Business	Contact Hours: 9
Central, State and Other Institutional Support for financing SSI – Technological Up gradation and Institutional facility for SSI – Incentives and Subsidies for SSI.		
Unit-4	Management of Small Business	Contact Hours: 9
Production Management – Financial Management – Marketing Management– Strategic Management – Personal Management – and Office Management in Small Business Enterprises.		
Unit-5	Global Opportunities for Small Business	Contact Hours: 9
Small Enterprises in International Business – Export Documents and Procedures for Small Enterprises – E-commerce and Small Enterprises – Exposure and Observation Visit: Poultry, Sericulture, Courier, Cell Phone Sales and Service, Dairy, Mushroom Cultivation, Ornamental Pottery, Dying Unit, Power loom and Handloom, Blood Bank, Rice Mill and Food and Fruit Processing Unit – Role of Women SHGs in Micro Enterprises and micro financing.		

Suggestive Readings:

Text Books:-

- Charantimath P.M., Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi, 2006.
- Datt, Ruddar and Sundharam K.P.M., Indian Economy, S.Chand, NewDelhi, 2006.
- Shukla M.B., Entrepreneurship and Small Business Management, KITABMAHAL, New Delhi, 2003.

Reference Books:

- Vasanth Desai, Small Scale Industries and Entrepreneurship, Himalaya Publishing House, Mumbai, 2002.
- Khanka S.S. (2001): Entrepreneurial Development, S.Chand & Co., NewDelhi, 2001.
- Narasaiah M.L., Small Scale Entrepreneurship, Discovery PublishingHouse, New Delhi, 2001.

Assessment Scheme (2024-25):

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
DSE016CO1	3	1	1	1	0	1	1	1	2
DSE016CO2	3	3	1	1	1	2	1	2	2

DSE016CO3	2	1	1	0	1	3	1	2	2
DSE016CO4	3	3	2	2	2	1	0	3	2
DSE016CO5	2	2	2	1	2	3	3	3	2

1 = Low, **2 = Moderate**, **3 = High** contribution.

MARKETING MANAGEMENT

Program	**Bachelor of Business Administration**	**Semester**				
Course Name	**Marketing of Services**	**L**	**T**	**P**	**C**	**Course Type**
Course Code	**DSE017**	**3**	**0**	**0**	**3**	**DSE**

Course Objectives:

This course ensures that the students understand how:

1	To understand the distinct characteristics of services and the challenges in marketing them compared to goods.
2	To analyze the expanded marketing mix (7Ps) for services and the importance of the physical environment.
3	To comprehend the models of service quality, including the Gaps Model and SERVQUAL, to measure and improve service performance.
4	To evaluate the role of employees and customers in service delivery and the importance of service recovery strategies.
5	To examine the strategies for managing demand and capacity and building customer relationships in services.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
DSE017CO1	Explain the fundamental concepts of service marketing and the service triangle.	L2
DSE017CO2	Apply the Gaps Model of Service Quality to identify and address service failures.	L3
DSE017CO3	Analyze the role of the physical evidence and the services cape in shaping customer perceptions.	L4
DSE017CO4	Evaluate strategies for matching demand with capacity and managing customer waiting lines.	L5
DSE017CO5	Create a service blueprint to visualize and improve the service delivery process.	L6

Syllabus:

Unit-1	
Introduction to Services Marketing: Definition, Characteristics of Services (Intangibility, Heterogeneity, Inseparability, Perishability); The Service Marketing Mix (7Ps); The Service Marketing Triangle; Consumer Behavior in Services: Search, Experience, and Credence Attributes.	
Unit-2	

Service Design and Quality: New Service Development; Service Blueprinting; Service Quality: The Gaps Model of Service Quality; SERVQUAL Dimensions (Reliability, Assurance, Tangibles, Empathy, Responsiveness); Measuring Service Quality.	
Unit-3	**Delivering and Performing Service**
The Role of Employees in Service Delivery (Boundary Spanners, Emotional Labor); The Role of Customers in Service Delivery (Co-creation); Service Recovery: Impact of Service Failure and Recovery; Service Guarantees.	
Unit-4	Managing Service Promises and Physical Evidence
: Integrated Service Marketing Communications; Managing Physical Evidence (The Servicescape); Types of Servicescapes; Strategic Roles of the Servicescape.	
Unit-5	
Managing Demand, Capacity, and Relationships: Strategies for Matching Capacity and Demand (Yield Management); Waiting Line Strategies; Relationship Marketing in Services: The Ladder of Loyalty; Benefits of Customer Retention.	

Suggestive Readings:

Text Books:

1. Zeithaml, Valarie A., Bitner, Mary Jo, and Gremler, Dwayne D., "Services Marketing: Integrating Customer Focus Across the Firm", McGraw Hill Education.
2. Lovelock, Christopher, and Wirtz, Jochen, "Services Marketing: People, Technology, Strategy", Pearson Education.
3. Hoffman, K. Douglas, and Bateson, John E.G., "Services Marketing: Concepts, Strategies, & Cases", Cengage Learning.

Reference Books:

1. Gronroos, Christian, "Service Management and Marketing: Customer Management in Service Competition", Wiley.
2. Fitzsimmons, James A., and Fitzsimmons, Mona J., "Service Management: Operations, Strategy, Information Technology", McGraw Hill.
3. Rao, K. Rama Mohana, "Services Marketing", Pearson Education.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
DSE017CO1	3	1	1	0	0	1	1	1	2
DSE017CO2	2	3	1	1	1	1	0	1	2
DSE017CO3	2	2	2	0	1	1	1	1	2
DSE017CO4	2	3	1	1	2	1	0	2	2
DSE017CO5	3	3	2	2	2	1	1	3	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	**Bachelor of Business Administration**	**Semester**				
Course Name	**Retail Management**	**L**	**T**	**P**	**C**	**Course Type**
Course Code	**DSE018**	**3**	**0**	**0**	**3**	**DSE**

Course Objectives:

This course ensures that the students understand how:

1	To understand the nature, scope, and significance of the retail industry in the global and Indian context.
2	To analyze the different retail formats, theories of structural change, and consumer behavior in retail.
3	To comprehend the strategies for retail location, merchandise management, and pricing.
4	To evaluate the role of store operations, layout design, and visual merchandising in customer experience.
5	To examine contemporary issues such as e-tailing, omni-channel retailing, and retail technology.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
DSE018CO1	Explain the core concepts, theories, and formats of retailing.	L2 (Understand)
DSE018CO2	Apply retail strategy frameworks to make decisions on location and merchandising.	L3 (Apply)
DSE018CO3	Analyze the retail mix elements to optimize store performance and customer satisfaction.	L4 (Analyze)
DSE018CO4	Evaluate the impact of digital transformation and supply chain management on retail operations.	L5 (Evaluate)
DSE018CO5	Create a retail business plan incorporating omni-channel strategies.	L6 (Create)

Syllabus:

Unit-1	
Introduction to Retailing: Definition and Functions of a Retailer; Evolution of Retailing; Organized vs. Unorganized Retail; Retail Formats (Store-based and Non-store based); Theories of Retail Development (Wheel of Retailing, Accordion Theory).	
Unit-2	
Retail Consumer & Strategy: Understanding the Retail Customer: Buying Decision Process, Segmentation, and Targeting; Retail Strategy: Building a Sustainable Competitive Advantage; Strategic Retail Planning Process.	
Unit-3	
Merchandise & Location Management: Retail Location: Types of Locations, Site Selection Factors; Merchandise Management: Merchandise Planning, Assortment Strategy, Sourcing, and Category Management; Retail Pricing Strategies.	
Unit-4	
Store Operations & Management: Store Layout and Design: Types of Layouts (Grid, Racetrack, Free-form); Visual Merchandising and Atmospherics; Retail Human Resource Management; Customer Service and Relationship Management.	

Unit-5	
Technology & Emerging Trends: Retail Information Systems; Supply Chain Management in Retail; E-tailing and Omni-channel Retailing; Legal and Ethical Issues in Retailing; Future Trends in Global Retailing.	

Suggestive Readings:

Text Books:

1. Levy, Michael, Weitz, Barton A., and Grewal, Dhruv, "Retailing Management", McGraw Hill Education.
2. Pradhan, Swapna, "Retailing Management: Text and Cases", McGraw Hill Education.
3. Berman, Barry, and Evans, Joel R., "Retail Management: A Strategic Approach", Pearson.

Reference Books:

1. Bajaj, Chetan, Tuli, Rajnish, and Srivastava, Nidhi V., "Retail Management", Oxford University Press.
2. Vedamani, Gibson G., "Retail Management", Jaico Publishing House.
3. Dunne, Patrick M., Lusch, Robert F., and Carver, James R., "Retailing", Cengage Learning.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
DSE018CO1	3	1	1	0	1	0	1	1	2
DSE018CO2	3	3	1	1	2	0	1	2	2
DSE018CO3	3	3	2	1	2	1	1	2	2
DSE018CO4	2	3	1	0	3	1	2	2	2
DSE018CO5	3	3	2	2	3	1	2	3	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester				
Course Name	Brand Architecture and Management	L	T	P	C	Course Type
Course Code	DSE019	3	0	0	3	DSE

Course Objectives:

This course ensures that the students understand how:

1	To understand the strategic role of advertising and its relationship with brand architecture.

2	To analyze the process of developing effective advertising campaigns and media plans.
3	To comprehend the concept of brand architecture and its various models (Branded House, House of Brands, Hybrid).
4	To evaluate the impact of brand architecture decisions on brand equity and portfolio management.
5	To examine the integration of advertising strategies with brand architecture to build strong, cohesive brands.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
DSE019CO1	Explain the fundamental concepts of advertising management and brand architecture frameworks.	L2 (Understand)
DSE019CO2	Apply advertising creativity and media planning techniques to achieve marketing objectives.	L3 (Apply)
DSE019CO3	Analyze the structure of brand portfolios and select appropriate brand architecture strategies.	L4 (Analyze)
DSE019CO4	Evaluate the effectiveness of advertising campaigns in reinforcing brand architecture.	L5 (Evaluate)
DSE019CO5	Create a comprehensive advertising strategy that supports a specific brand architecture model.	L6 (Create)

Syllabus:

Unit-1	
Introduction to Advertising & Branding: Definition, Scope, and Evolution of Advertising; Role of Advertising in Brand Building; Concept of Brand Equity; Advertising Communication Models (AIDA, Hierarchy of Effects).	
Unit-2	
Advertising Strategy & Execution: Setting Advertising Objectives (DAGMAR); Budgeting Methods; Creative Strategy: Appeals, Execution Styles, and Copywriting; Media Planning: Selection, Scheduling, and Buying.	
Unit-3	
Brand Architecture Fundamentals: Definition and Importance of Brand Architecture; Brand Hierarchy; Brand Architecture Models: Branded House (Monolithic), House of Brands (Pluralistic), Endorsed Brands, Hybrid Architecture.	
Unit-4	
Strategic Brand Portfolio Management: Managing Brand Portfolios; Brand Extensions (Line vs.	

Category); Rationalizing the Brand Portfolio; Rebranding and Repositioning Strategies within an Architecture.	
Unit-5	
Integrating Advertising & Architecture: Aligning Advertising with Brand Architecture; Corporate Branding vs. Product Branding; Measuring Brand Architecture Effectiveness; Case Studies of Successful Brand Architectures (e.g., P&G, Unilever, Tata, Google/Alphabet).	

Suggestive Readings:

Text Books:

1. Aaker, David A., "Brand Portfolio Strategy: Creating Relevance, Differentiation, Energy, Leverage, and Clarity", Free Press.
2. Kapferer, Jean-Noël, "The New Strategic Brand Management: Advanced Insights and Strategic Thinking", Kogan Page.
3. Belch, George E., and Belch, Michael A., "Advertising and Promotion: An Integrated Marketing Communications Perspective", McGraw Hill.

Reference Books:

1. Keller, Kevin Lane, "Strategic Brand Management: Building, Measuring, and Managing Brand Equity", Pearson.
2. Rajagopal, "Brand Architecture: A Strategic Approach", Palgrave Macmillan.
3. Ogilvy, David, "Ogilvy on Advertising", Prion Books.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
DSE019CO1	3	1	1	0	0	1	1	1	2
DSE019CO2	2	2	3	1	2	1	1	2	2

DSE019CO3	3	3	1	1	1	1	2	2	2
DSE019CO4	2	3	2	1	2	1	1	1	2
DSE019CO5	3	3	3	2	2	1	2	3	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	**Bachelor of Business Administration**	**Semester**				
Course Name	**Integrated Marketing Communication**	**L**	**T**	**P**	**C**	**Course Type**
Course Code	**DSE020**	**3**	**0**	**0**	**3**	**DSE**

Course Objectives:

This course ensures that the students understand how:

1	To conceptualize the integrated marketing communication process and its role in brand building.
2	To analyze the various tools of the promotional mix, including advertising, sales promotion, and public relations.
3	To develop creative strategies and execute effective media planning.
4	To integrate digital and social media platforms into the broader marketing communication framework.
5	To evaluate the ethical, social, and legal implications of marketing communications.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
DSE020CO1	Understand the key concepts, models, and role of IMC in the marketing mix.	L2
DSE020CO2	Analyze the advertising communication process and develop creative strategies.	L3
DSE020CO3	Apply various promotional tools like sales promotion, PR, and direct marketing to business scenarios.	L4
DSE020CO4	Evaluate media channels and plan effective media schedules and budgets.	L5
DSE020CO5	Design an integrated marketing communication plan for a product or service.	L6

Syllabus:

Unit-1	Introduction to Integrated Marketing Communication
Concept and definition of IMC**;** The IMC planning process; The role of IMC in the marketing process; The Communication Process: Source, Message, Channel, Receiver, Noise, Feedback; Consumer Response Models: AIDA, Hierarchy of Effects; Setting Communication Objectives (DAGMAR approach).	
Unit-2	Advertising and Creative Strategy
Advertising: Definition, Types, and Importance; Role of Advertising Agencies; Creative Strategy: Planning and Development; Creative Execution Styles (Appeals, Tone, Format); Copywriting for Print, Broadcast, and Digital Media; Headlines, Visuals, and Slogans.	
Unit-3	Sales Promotion and Public Relations
Sales Promotion: Scope and Role; Consumer-oriented vs. Trade-oriented Sales Promotion;	

Public Relations (PR): Definition, Objectives, and Tools (Press Releases, Sponsorships, Events); Difference between PR, Publicity, and Corporate Advertising; Managing Crisis Communication.	
Unit-4	Direct Marketing and Digital Integration
Direct Marketing; Database marketing, Telemarketing, Direct Mail; Personal Selling: Role and Process; Digital Marketing: Website, SEO/SEM context; Social Media Marketing: Engagement and Content Strategy; Mobile Marketing trends; Integrating traditional and digital channels.	
Unit-5	Media Planning, Measurement, and Ethics
Media Planning: Reach, Frequency, GRPs, CPM; developing a Media Plan; Budgeting for Promotion: Approaches (Percentage of Sales, Competitive Parity, Objective and Task); Measuring Effectiveness: Pre-testing and Post-testing methods; Ethical, Social, and Regulatory aspects of Advertising (ASCI guidelines).	

Suggestive Readings:
Text Books:

1. University of Minnesota Libraries. (2015). *Principles of Marketing*. University of Minnesota Libraries Publishing.

2. Solomon, M. R., & Saylor Academy. (2012). *Launching! Advertising and Promotion in Real Time*. The Saylor Foundation. Stokes, R. (2018). *eMarketing: The Essential Guide to Marketing in a Digital World*. Red & Yellow Creative School of Business.

Reference Books:

1. Burnett, J. (2011). *Core Concepts of Marketing*. The Global Text Project. OpenStax. (2019).

2. *Principles of Marketing*. OpenStax Rice University. Poepsel, M. (2018). *Media, Society, Culture and You*. Rebus Community.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9

DSE020CO1	3	1	1	0	1	1	1	1	2
DSE020CO2	2	3	2	1	1	1	1	2	2
DSE020CO3	2	2	2	2	2	1	1	3	2
DSE020CO4	2	3	1	1	2	0	1	2	2
DSE020CO5	3	3	2	2	2	1	2	3	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	**Bachelor of Business Administration**	**Semester**				
Course Name	**Sales & Distribution Management**	**L**	**T**	**P**	**C**	**Course Type**
Course Code	**DSE021**	**3**	**0**	**0**	**3**	**DSE**

Course Objectives:

This course ensures that the students understand how:

1	To understand the nature and importance of sales management, personal selling, and the sales process in a competitive environment.
2	To analyze the functions of sales force management, including recruitment, selection, training, motivation, and compensation.
3	To comprehend the techniques for sales planning and control, such as forecasting, budgeting, territory management, and quota setting.
4	To evaluate the design and management of marketing channels, including the role of intermediaries like wholesalers and retailers.
5	To examine the role of logistics, supply chain management, and emerging trends like digital sales and sales automation.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
DSE021CO1	Explain the theories of selling and the fundamental concepts of sales and distribution management.	L2
DSE021CO2	Apply sales forecasting techniques and territory management strategies to optimize sales performance.	L3
DSE021CO3	Analyze the structure and dynamics of distribution channels to resolve conflicts and ensure efficiency.	L4
DSE021CO4	Evaluate the effectiveness of sales force management strategies, including compensation and performance appraisal.	L5
DSE021CO5	Create a comprehensive sales and distribution plan integrating logistics and modern technology.	L6

Syllabus:

Unit-1	**Introduction to Sales Management**
• Conceptual Framework: Nature, Scope, and Objectives of Sales Management; Difference between Sales and Marketing. • Personal Selling: The Sales Process (Prospecting, Pre-approach, Approach, Presentation, Handling Objections, Closing, Follow-up).	

• Theories: Theories of Selling (AIDAS, Buying Formula, Right Set of Circumstances). • Strategy: Strategic role of sales management.	
Unit-2	**Sales Force Management**
• Organization: Structure of Sales Organization (Line, Line & Staff, Functional, Horizontal). • Staffing: Recruitment and Selection of Sales Force. • Development: Training (Methods and Evaluation); Motivating Sales Personnel (Financial and Non-Financial Incentives). • Compensation: Designing Compensation Plans; Sales Force Control and Performance Evaluation.	
Unit-3	**Sales Planning and Control**
• Forecasting: Sales Forecasting Methods (Qualitative and Quantitative). • Budgeting: Sales Budgeting process. • Territories: Designing Sales Territories; Routing and Scheduling. • Quotas: Types of Sales Quotas and Administration. • Analysis: Sales Analysis and Marketing Cost Analysis.	
Unit-4	**Distribution Channel Management**
• Channels: Definition, Functions, and Flows; Channel Levels. • Intermediaries: Role of Wholesaling and Retailing; Types of intermediaries. • Design: Channel Design Process; Factors affecting Channel Choice. • Management: Managing Channel Members; Channel Conflict (Types, Causes, and Resolution techniques); Power and Politics in channels.	
Unit-5	**Logistics and Trends**
• Logistics: Physical Distribution System; Order Processing; Inventory Management; Warehousing; Transportation. • SCM: Introduction to Supply Chain Management. • Trends: Sales Automation; Digital Sales; Omni-channel Distribution. • Ethics: Ethical and Legal issues in Sales and Distribution.	

Suggestive Readings:

Text Books:

1. Havaldar, Krishna K., and Cavale, Vasant M. Sales and Distribution Management. Tata McGraw Hill.
2. Still, Richard R., Cundiff, Edward W., and Govoni, Norman A. P. Sales Management: Decisions, Strategies and Cases. Pearson Education.

Reference Books:

1. Panda, Tapan K., and Sahadev, Sunil. Sales and Distribution Management. Oxford University Press.
2. Tanner, John F., and Honeycutt, Earl D. Sales Management. Cengage Learning.
3. Kotler, Philip, and Keller, Kevin Lane. Marketing Management. Pearson.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5

Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**
DSE021CO1	3	1	1	1	0	1	1	1	2
DSE021CO2	2	3	1	1	2	0	0	2	2
DSE021CO3	3	3	1	2	1	1	2	2	2
DSE021CO4	3	2	1	3	1	2	0	1	2
DSE021CO5	3	3	2	2	3	1	2	3	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	**Bachelor of Business Administration**	**Semester**				
Course Name	**Advertising & Brand Architecture**	**L**	**T**	**P**	**C**	**Course Type**
Course Code	**DSE023**	**3**	**0**	**0**	**3**	**DSE**

Course Objectives:

This course ensures that the students understand how:

1	To understand the strategic role of advertising and its relationship with brand architecture.
2	To analyze the process of developing effective advertising campaigns and media plans.
3	To comprehend the concept of brand architecture and its various models (Branded House, House of Brands, Hybrid).
4	To evaluate the impact of brand architecture decisions on brand equity and portfolio management.
5	To examine the integration of advertising strategies with brand architecture to build strong, cohesive brands.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
DSE023CO1	Explain the fundamental concepts of advertising management and brand architecture frameworks.	L2
DSE023CO2	Apply advertising creativity and media planning techniques to achieve marketing objectives.	L3
DSE023CO3	Analyze the structure of brand portfolios and select appropriate brand architecture strategies.	L4
DSE023CO4	Evaluate the effectiveness of advertising campaigns in reinforcing brand architecture.	L5
DSE023CO5	Create a comprehensive advertising strategy that supports a specific brand architecture model.	L6

Syllabus:

Unit-1	
Introduction to Advertising & Branding: Definition, Scope, and Evolution of Advertising; Role of Advertising in Brand Building; Concept of Brand Equity; Advertising Communication Models (AIDA, Hierarchy of Effects).	
Unit-2	
Advertising Strategy & Execution: Setting Advertising Objectives (DAGMAR); Budgeting Methods; Creative Strategy: Appeals, Execution Styles, and Copywriting; Media Planning: Selection, Scheduling, and Buying.	
Unit-3	
Brand Architecture Fundamentals: Definition and Importance of Brand Architecture; Brand Hierarchy; Brand Architecture Models: Branded House (Monolithic), House of Brands (Pluralistic), Endorsed	

Brands, Hybrid Architecture.	
Unit-4	
Strategic Brand Portfolio Management: Managing Brand Portfolios; Brand Extensions (Line vs. Category); Rationalizing the Brand Portfolio; Rebranding and Repositioning Strategies within an Architecture.	
Unit-5	
Integrating Advertising & Architecture: Aligning Advertising with Brand Architecture; Corporate Branding vs. Product Branding; Measuring Brand Architecture Effectiveness; Case Studies of Successful Brand Architectures (e.g., P&G, Unilever, Tata, Google/Alphabet).	

Suggestive Readings:

Text Books:

1. Aaker, David A., "Brand Portfolio Strategy: Creating Relevance, Differentiation, Energy, Leverage, and Clarity", Free Press.
2. Kapferer, Jean-Noël, "The New Strategic Brand Management: Advanced Insights and Strategic Thinking", Kogan Page.
3. Belch, George E., and Belch, Michael A., "Advertising and Promotion: An Integrated Marketing Communications Perspective", McGraw Hill.

Reference Books:

1. Keller, Kevin Lane, "Strategic Brand Management: Building, Measuring, and Managing Brand Equity", Pearson.
2. Rajagopal, "Brand Architecture: A Strategic Approach", Palgrave Macmillan.
3. Ogilvy, David, "Ogilvy on Advertising", Prion Books.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9

DSE023CO1	3	1	1	0	1	1	1	1	2
DSE023CO2	2	2	2	1	2	0	0	2	2
DSE023CO3	3	3	1	0	1	1	1	2	2
DSE023CO4	2	3	1	1	2	1	0	2	2
DSE023CO5	3	3	2	2	2	1	1	3	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	**Bachelor of Business Administration**	**Semester**				
Course Name	**Customer Relationship Management**	**L**	**T**	**P**	**C**	**Course Type**
Course Code	**DSE024**	**3**	**0**	**0**	**3**	**DSE**

Course Objectives:

This course ensures that the students understand how:

1	To understand the conceptual framework of Customer Relationship Management (CRM) and its evolution from transactional to relationship marketing.
2	To analyze the customer lifecycle, including acquisition, retention, and development of long-term customer value.
3	To comprehend the role of technology, including e-CRM and data mining, in managing customer relationships.
4	To examine the application of CRM strategies across various service sectors like banking, retail, and hospitality.
5	To evaluate the challenges in CRM implementation and emerging trends like Social CRM.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
DSE024CO1	Explain the fundamental concepts, types, and benefits of CRM in modern business.	L2
DSE024CO2	Apply strategies for customer acquisition and retention to maximize Customer Lifetime Value (CLV).	L3
DSE024CO3	Analyze the technological tools (SFA, e-CRM) used for data management and customer interaction.	L4
DSE024CO4	Evaluate the effectiveness of CRM practices in specific industries (Banking, Retail, etc.).	L5
DSE024CO5	Develop a framework for CRM implementation and address ethical issues in customer data management.	L6

Syllabus:

Unit-1	**Conceptual Framework**
• Introduction to CRM: Definition, Need, and Importance. • Evolution: Transition from Transactional Marketing to Relationship Marketing. • Concepts: The Value Pyramid; CRM Cycle; Customer Interaction Cycle. • Types of CRM: Operational, Analytical, and Collaborative CRM. • Customer Experience: Customer Profiling and Total Customer Experience.	
Unit-2	**Customer Centricity and Value**
• Customer Lifecycle: Acquisition, Retention, and Development (Win-back strategies). • Customer Value: Concept of Customer Lifetime Value (CLV); Measuring Customer Profitability. • Loyalty vs. Satisfaction: Difference between Customer Satisfaction and Customer Loyalty. • Retention Strategies: Cross-selling and Up-selling techniques.	
Unit-3	**Technological Aspects of CRM**
• e-CRM: Difference between CRM and e-CRM; Features and benefits of e-CRM.	

• Sales Force Automation (SFA): Objectives, Contact Management, Lead Management. • Data Management: Role of Data Mining and Data Warehousing in CRM. • Analytics: Customer Database Management; Introduction to Market Basket Analysis	
Unit-4	**CRM in Service Sectors**
• Service Industry Challenges: Unique aspects of CRM in services. • Banking & Finance: Managing relationships in banking and insurance. • Retail: Loyalty programs and personalized shopper services. • Hospitality & Telecom: Enhancing guest and subscriber experiences. • Support: Role of Call Centers and Contact Centers.	
Unit-5	**Implementation and Trends**
• Implementation: Steps in CRM Implementation; Common barriers and challenges. • Culture: Building a Customer-Centric organizational culture. • Emerging Trends: Social CRM (S-CRM); Mobile CRM; AI in CRM (Chatbots). • Ethics: Ethical issues in CRM; Privacy and Data Protection laws.	

Suggestive Readings:

Text Books:

1. Shields, Kerri. Customer Centric Strategy. BCcampus Open Education.
2. Buttle, Francis and Maklan, Stan. Customer Relationship Management: Concepts and Technologies. Routledge.
3. Sheth, Jagdish N., Parvatiyar, Atul, and Shainesh, G. Customer Relationship Management: Emerging Concepts, Tools, and Applications. Tata McGraw Hill.

Reference Books:

1. Kumar, V. and Reinartz, Werner. Customer Relationship Management: Concept, Strategy, and Tools. Springer.
2. Greenberg, Paul. CRM at the Speed of Light. McGraw-Hill Osborne Media.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9

DSE024CO1	3	1	1	0	1	1	1	1	2
DSE024CO2	3	3	2	2	2	1	1	3	2
DSE024CO3	2	3	1	1	3	1	0	2	2
DSE024CO4	2	3	2	1	2	1	2	2	2
DSE024CO5	3	3	2	2	3	3	1	3	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

AVIATION MANAGEMENT

Program	**Bachelor of Business Administration**	**Semester**	

Course Name	Civil Aviation Laws & Regulations	L	T	P	C	Course Type
Course Code	DSE025	3	0	0	3	DSE

Course Objectives:

This course ensures that the students understand how:

1	To provide students with a comprehensive understanding of the legal framework governing civil aviation at national and international levels.
2	To familiarize learners with the role, functions, and regulatory authority of the Directorate General of Civil Aviation (DGCA).
3	To develop knowledge of Aircraft Acts, Aircraft Rules, and national aviation legislations applicable to air transport in India.
4	To introduce students to Civil Aviation Requirements (CARs) related to airworthiness, safety, operations, aerodromes, and flight crew licensing.
5	To create awareness of major international aviation conventions and agreements governing international air transport.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
DSE025CO1	Explain the legal background of the aviation industry, including regulatory authorities and governing bodies.	L2
DSE025CO2	Illustrate the rules and regulations related to aircraft operations and air transportation, including Aircraft Act and Aircraft Rules.	L2
DSE025CO3	Apply national aviation legislations and Civil Aviation Requirements (CARs) to real-world aviation operations and safety scenarios.	L3
DSE025CO4	Analyze international aviation conventions and agreements, such as the Chicago, Warsaw, Tokyo, and Rome Conventions.	L4
DSE025CO5	Evaluate legal and regulatory issues in civil aviation with reference to safety, security, air transport operations, and compliance.	L5

Syllabus:

Unit-1	CIVIL AVIATION REGULATIONS AUTHORITY DGCA
• Introduction to Directorate General of Civil Aviation • DGCA functions- DGCA Organization- DGCA as Regulatory Authority	
Unit-2	**AIRCRAFT RULES**
• Aircraft Rules Aircraft Act 1934 The Aircraft Rules 1937	
Unit-3	**NATIONAL LEGISLATION**
• National Legislation - The Air corporations Act, 1953 (27 of • 1953), The Air Corporations (Transfer of Undertakings and Repeal), • Ordinance, 1994(4 of 1994), The Air Corporations(Transfer of Undertakings and Repeal)Act, 1994 (13 of 1994). • The International Airports Authority of India act, 1971 (43 of 1971) The National Airports Authority	

of India, 1985 (64 of 1985) The Airports Authority of India Act 1994 (55 of 1994) • The Carriage by Air Act, 1972 (69 of 1972) The Tokyo Convention Act, 1975 (20 of 1975) The Anti-hi jacking Act, 1982 (65 of 1975) The suppression of unlawful acts against safety of Civil Aviation Act,1982 (66 of 1982)	
Unit-4	**CIVIL AVIATION REQUIREMENTS (CAR)**
• Civil Aviation Requirements (CAR) Section 1- General, Section 2-Air worthiness, Section 3-Air Transport, • Section 4- Aero drome standards and Air Traffic Service, • Section 5- Air Safety, Section 6- Design standards and type certification, • Section 7- Flight crew standards, training and licensing, Section 8 - Aircraft operations	
Unit-5	**INTERNATIONAL CONVENTIONS**
• International Conventions: The Chicago conventions, 1944, • The International Air Services Transit Agreement, 1944 • The International Air Transport Agreement, 1944, • The Warsaw Conventions, 1920, The Geneva Convention, 1948, • The Rome Convention, 1952, The Tokyo Convention, 1963	

Suggestive Readings:

Text Books:

1. Budd ,L.& I son, S.(2019) Aviation Law and Regulation. Rout ledge.
2. Singh, R. (2009) Hand book of Global Aviation Industry and Hospitality Services. Kanishka Publishers.

Reference Books:

1. Heil bronn, G.N. (2008) Aviation Regulation & Licensing: Laws of Australia. Thomson / Law book Co.
2. Speciale,R.C. (2006) Fundamentals of Aviation Law. McGraw-Hill Education

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO→ CO↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9

DSE025CO1	3	1	1	0	0	2	2	0	2
DSE025CO2	3	1	1	0	0	2	1	0	2
DSE025CO3	2	3	1	1	1	3	1	0	2
DSE025CO4	2	3	1	0	0	2	3	0	2
DSE025CO5	3	3	1	1	1	3	2	0	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	**Bachelor of Business Administration (BBA)**	**Semester**	

Course Name	Airline & Airport Operations	L	T	P	C	Course Type
Course Code	DSE026	3	0	0	3	DSE

Course objective:

This course ensures that the students:

1	Understand the organizational, regulatory, and operational components of airlines.
2	Explore flight planning, scheduling, and aircraft management concepts.
3	Analyze revenue streams, cost structures, and profitability metrics in airline businesses.
4	Evaluate customer engagement, branding, and service delivery strategies in aviation.
5	Identify current and future trends affecting airline operations globally.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT level
DES026CO1	Describe organizational structure, regulatory bodies, and operations of airlines.	**L1**
DES026CO2	Apply concepts of airline planning, scheduling, and network models in real-world scenarios.	**L2**
DES026CO3	Analyze key financial and revenue optimization tools used in airline businesses.	**L3**
DES026CO4	Examine airline marketing strategies and propose enhancements in customer experience.	**L4**
DES026CO5	Evaluate industry trends including sustainability and global challenges in aviation.	**L5**

Syllabus:

Unit-1	**Fundamentals of Airline Operations**	Contact Hours: 9
• History and evolution of airline industry • Types of airline business models: Full-service, LCC, charter • Airline organizational structure & functional areas • Key stakeholders: IATA, ICAO, DGCA, FAA, AAI • Understanding key terminologies: Load factor, yield, ASM, RPK, etc.		
Unit-2	**Airline Planning & Scheduling**	Contact Hours: 9
• Route and network planning (hub-and-spoke vs point-to-point) • Flight scheduling principles (slots, curfews, seasonal changes) • Fleet planning basics: aircraft selection, capacity planning • Introduction to scheduling tools (non-technical overview) • Coordination with airport authorities		
Unit-3	**Airline Revenue & Financial Management**	Contact Hours: 9
• Revenue generation: fare classes, ancillary revenues, dynamic pricing • Revenue Management strategies (non-mathematical)		

• Cost structure in airlines (fixed vs variable) • Break-even load factor, profit margin, yield management • Budgeting and financial KPIs in airline operations		
Unit-4	**Airline Marketing & Customer Experience**	Contact Hours:9
• Airline marketing strategies: branding, loyalty programs • Role of GDS and OTAs in ticket sales • Customer experience design: check-in, boarding, in-flight services • Managing service quality and feedback • Crisis communication: delays, cancellations, and PR		
Unit-5	**Trends, Sustainability & Global Issues in Aviation**	Contact Hours:9
Sustainable aviation practices & carbon neutrality Role of technology: AI, IoT, biometrics in airline operations Safety & security post-COVID Emerging trends: drones, eVTOLs, digital twins Case studies of major airline disruptions and recovery (COVID-19, geopolitical conflicts)		

Suggestive Readings:

Text Books:

Suggestive Readings:

Text Book

1. Cook, G.N .& Billig, B.G.(2017)*Airline Operations and Management: A Management Textbook*. Routledge.
2. Butler, G.F. & Keller, M.R.(2016) *Handbook of Airline Operations*. Rout ledge Reference Books

Reference Books:

1. Rossmore, A.(2016) *Airline Operations: An Inside View*. Kellmark Aeronautics.
2. Bruce, P. J. (2011) *Understanding Decision-making Processes in Airline Operations Control*. Routledge.

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid Term	☑	1hr	30			Closed Book	Levels 3 to 5
Assignment/Case Study	☑		10			Group	Levels 1 to 5
Surprise Quiz	☑	30mins	10			20 MCQ	Level 1
Comprehensive Exam	☑	3hr	50			Closed Book	Levels 1 to 3

Course Outcomes – Program Outcomes (CO – PO) Mapping

Program Outcomes → Course Outcomes ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	P09	P10	P11
DES026CO1	3	1	1	0	0	1	2	0	2	3	1
DES026CO2	3	3	1	1	2	0	1	2	2	3	3
DES026CO3	3	3	1	0	2	0	1	2	2	3	3
DES026CO4	2	2	2	1	2	1	2	2	2	2	2
DES026CO5	2	2	1	0	1	3	3	2	3	2	2

Program	Bachelor of Business Administration	Semester				
Course Name	Airline and Airport Marketing	L	T	P	C	Course Type
Course Code	DSE027	3	0	0	3	DSE

Course Objectives:

This course ensures that the students understand how:

1	To introduce the foundational concepts of the **Marketing Mix** and **market segmentation** in the context of air transport, detailing the specific characteristics of the passenger (business and leisure) and air freight markets.
2	To analyze the competitive environment and strategic positioning of airlines using frameworks like **PESTE analysis** and **Porter's Five Forces**, and to examine the strategic families (e.g., differentiation, focus) within the airline industry.
3	To explain the theory of **product analysis** and its application, focusing on key elements like **pricing strategies** (uniform vs. differential), revenue management, distribution channels (GDS, travel agencies), and the strategic role of **branding** in the airline sector.
4	To detail the principles of **promotion marketing** and **relationship marketing**, with a specific emphasis on the mechanics and strategic use of **Frequent Flyer Programs** and various marketing communication techniques.
5	To evaluate the **regulatory framework** of the air transport industry, analyzing the economic characteristics, the rationale and impact of various **airline alliances**, and the methods used for performance measurement (traffic, revenue, profitability).

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
DSE027CO1	Explain effective airline product offerings and distribution channel strategies.	L2
DSE027CO2	Illustrate a robust airline marketing strategy by applying strategic tools like PESTE Analysis and Porter's Five Forces to assess external and competitive pressures.	L2
DSE027CO3	Apply market segmentation variables to air passengers, and explain the differences between the passenger and air freight markets.	L3
DSE027CO4	Analyze the distinct features of the air transport market.	L4
DSE027CO5	Evaluate the rationale, structure, financial benefits, and impact of various airline alliances and assess airline performance using key metrics related to traffic, revenue, cost, and profitability.	L5

Syllabus:

Unit-1	MARKET FOR AIR TRANSPORT SERVICE

Definition-Marketing Mix-stages in the application of Marketing Principles of Airline Management, definition of market for Air Transport Services, Industrial Buying Behavior – customer business Air Travel market –leisure air travel market – Air Freight Market., Market segmentation –concept, segmentation variables in the air passenger market-customer requirements. Factors effecting airlines and aviation industry, Air freight market-differences between the passenger and air freight markets, Marketing Strategy: PESTE analysis: political factors – economic factors –social factors – technological factors – environmental factors, Introduction of Airline Business and Marketing Strategies– Porters Five Forces and their application in the Airline Industry, Strategic families– differentiation airlines–the future– focus strategies–Airline Business and marketing strategies

common mistakes.

Unit-2	PRODUCT ANALYSIS

- What is product- theory of product analysis and its application in the Airline Industry.
- introduction of Pricing and revenue management– building blocks in airline pricing policy – uniform and differential pricing – the structures of airfreight pricing.
- Distribution Of Product and Brand Relationship-Distribution channel strategies.
- The Travel Agency Distribution system–Global Distribution System(GDS)–Distribution Channels in the Air Freight market–Brands and Commodities, Building in the Airline Industry–Brand Strategies.

Unit-3	PROMOTION MARKETING

- Fundamentals of relationship marketing –components of a relationship marketing strategy.
- Frequent flyer programmers– the an atomy of a sale–sales planning–marketing.
- Communication techniques–airline advertising–selling in the air freight market–glossary of aviation terms and Marketing terms.

Unit-4	THE REGULATORY FRAMEWORK OF AIR TRANSPORT

- The regulatory framework of Air Transport Economic characteristics of the Airline Industry Benefits of scale, scope and density in Air Transport.
- Types of Alliances between Airlines Current Airline Alliance group-Cases of failed Airline Alliances-A Historical glimpse at Alliancing.
- Objectives-Reasons for Airlines building Alliances Objectives of Alliances Introduction-Marketing-driven objectives for alliances- Turbulence in marketing channels Changes to airline marketing.
- Determinates of alliance image-Benefit challenges and cost of alliance brand association-Marketing and information.
- Performance measurement in airlines- Airline & Airport Management Measuring the performance.
- Impact of alliance-Time continuum in performance assessment Traffic and revenue enhancement Cost-Productivity- Profitability.

Unit-5	INTRODUCTION SOURCES OF FINANCIAL BENEFITS

- Introduction –Sources of financial benefits –Labour cost reduction–Cost reduction in sourcing–marking financial benefits.
- The structure of alliance groups. The air line alliance group as a hybrid organization-The airline alliance group as an industrial network. Airline alliance groups as multinational corporations.
- Introduction- Success drivers in airline business- Premises and objectives – Finding suitable partners – governance structure-degree of integration and trust-Organization's commitment Ensuring flow of information.

- Performance evaluation-Managing cultural differences- In conclusion. Scenarios for the future- The internal dynamics of alliancing a look into the future of airline alliance groups.

Suggestive Readings:

Text Books:

1. Shaw,S.(2011)Airline Marketing and Management. Routledge.
2. Camilleri,M.A.(2017) Travel Marketing, Tourism Economics and the Airline Product: An Introduction to Theory and Practice(Tourism, Hospitality &Event Management). Springer.
3. Cunninghum, R. D. (2014) Airline Marketing and management. Create space Independent.

Reference Books:

1. Jarach,D.(2016)Airport Marketing: Strategies to Cope with New Millennium Environment Routledge.
2. Kotler,Ph. And Keller,K.(2016) A Framework of Marketing Management. Pearson Education India.
3. Ramaswami, V.S. and Namakumari,S.(2018) Marketing Management: Indian Context Global perspective.Sage

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
DSE027CO1	3	1	1	0	1	0	1	1	2
DSE027CO2	3	3	2	1	1	0	2	2	2
DSE027CO3	2	2	2	1	1	0	2	2	2
DSE027CO4	2	3	1	0	1	0	2	1	2
DSE027CO5	3	3	2	1	2	1	3	2	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester				
Course Name	Aviation HRM and Crew Resource Management	L	T	P	C	Course Type
Course Code	DSE028	3	0	0	3	DSE

Course Objectives:

This course ensures that the students understand how:

1	Understand the fundamentals of Human Resource Management in the aviation industry.
2	Explain the principles and importance of Crew Resource Management (CRM) in aviation safety.
3	Analyze human factors, communication, teamwork, and leadership in aviation operations.
4	Examine the role of training, performance management, and stress management for aviation personnel.
5	Develop awareness of safety culture, error management, and regulatory standards in aviation HR practices.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
DSE028CO1	Explain the concepts and functions of Aviation Human Resource Management.	L2
DSE028CO2	Describe the principles and components of Crew Resource Management (CRM).	L2
DSE028CO3	Apply CRM concepts to improve communication, teamwork, and decision-making in aviation.	L3
DSE028CO4	Analyze human factors, stress, fatigue, and error management in aviation operations.	L4
DSE028CO5	Evaluate the role of CRM and HRM in enhancing aviation safety and organizational performance.	L5

Syllabus:

Unit-1	Introduction to Aviation Human Resource Management
Overview of the aviation industry; Role and importance of HRM in aviation; Functions of aviation HRM – recruitment, selection, training, performance appraisal, and compensation; HR challenges in airlines and airports; Regulatory bodies affecting aviation HR (DGCA, ICAO, IATA).	
Unit-2	**Crew Resource Management (CRM) – Concepts and Evolution**
Meaning and definition of Crew Resource Management; Evolution of CRM; Objectives and importance of CRM; Human factors in aviation; CRM and aviation safety; CRM regulations and standards.	
Unit-3	**Communication, Teamwork, and Leadership in Aviation**
Effective communication in the cockpit and cabin; Teamwork and coordination among flight crew, cabin crew, and ground staff; Leadership styles in aviation; Decision-making models; Situational awareness; Cultural diversity and multicultural crew management.	
Unit-4	**Human Factors, Stress, and Error Management**
Human error and accident causation models; Fatigue and stress management; Workload management; Threat and Error Management (TEM); Safety Management Systems (SMS); Role of CRM in reducing accidents and incidents.	
Unit-5	**Training, Performance, and Safety Culture**
CRM training programs; Performance management in aviation HRM; Safety culture and organizational culture in aviation; Ethics and professionalism in aviation; Future trends in aviation HRM and CRM; Case studies of aviation incidents highlighting CRM lessons.	

Suggestive Readings:

Text Books:

Kanki, Barbara G., Helmreich, Robert L., & Anca, José *Crew Resource Management* – Academic Press (Elsevier)

Dessler, Gary *Human Resource Management* – Pearson Education

Reference Books:

Helmreich, R. L., & Foushee, H. C. *Why Crew Resource Management?* – NASA Publications

ICAO *Human Factors Training Manual* – ICAO

IATA *Human Factors and CRM Training Manuals* – IATA

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
DSE028CO1	3	1	1	1	0	1	1	0	2
DSE028CO2	2	1	2	2	0	1	1	0	2
DSE028CO3	2	3	3	3	1	1	0	1	2
DSE028CO4	2	3	1	1	0	2	0	0	2
DSE028CO5	3	3	2	2	1	3	1	1	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester				
Course Name	Air Cargo Management	L	T	P	C	Course Type

Course Code	DSE029	3	0	0	3	DSE

Course Objectives:

This course ensures that the students understand how:

1	To introduce students to the fundamental concepts, components, and global significance of logistics, particularly within the context of air transport services and supply chain management.
2	To familiarize students with international and domestic cargo management, including customs regulations, documentation (like the Airway Bill), and the handling of various cargo types.
3	To evaluate the evolution of civil aviation security measures, regulations, and risk assessment strategies, especially in response to major historical events like 9/11.
4	To educate students on the critical regulations, standards (like DGR), hazard classifications, identification, and precautionary measures required for handling and transporting dangerous goods via air cargo.
5	To analyze the functional layout of airport cargo handling facilities, the processes involved in aircraft-cargo handling, and the prevailing trends and roles of different air cargo carriers in the industry.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
DSE029CO1	**Explain** appropriate precautionary and handling measures for Dangerous Goods (using DGR standards) and other special, valuable, or perishable cargo types.	L2
DSE029CO2	**Illustrate** cargo security risks throughout the supply chain and articulate the purpose and application of security measures, including the Regulated Agent concept, terminal access control, IED/weapon recognition.	L2
DSE029CO3	**Apply** core inventory management models {MRP, DRP, JIT} and understand how logistical channels and environmental factors impact air transport service delivery and market definition.	L3
DSE029CO4	**Analyze and** Interpret allowances, and entitlements related to cargo and baggage import/export, demonstrating a practical understanding of key air cargo documentation and validation procedures.	L4
DSE029CO5	**Evaluate** the design and function of airport cargo zones and terminals, and recommend efficient procedures for aircraft handling with cargo, incorporating knowledge of emerging trends in the air cargo industry.	L5

Syllabus:

Unit-1	CONCEPT OF LOGISTICS
Concept of Logistics Introduction– Components, Advantage & Growth, definition of market for Air Transport Services. Logistics in Global Organization Marketing and Logistics Channel–Environmental and Marketing Issue. Inventory Management - Purpose, Type, Objective. Cost- Model of Inventory Management– MRP, DRP& JIT	
Unit-2	**CARGO MANAGEMENT**
Cargo Management – Customs regulations-Explanatory Memorandum., Allowances and Entitlements, Import of Professional ;Equipment as Baggage-Import of UN- Accompanied Baggage Aircraft Licensed by DGCA	

Unit-3	REVIEW OF CIVIL AVIATION THREATS AND RESPONSES AFTER 9 /11

- Review of civil aviation threats and responses after 9/11.
- Regulatory authorities and the enforcement of air cargo laws.
- Commonly used cargo and handling terms.
- Regulated Agent concept, -Cargo security risk assessment throughout the supply chain
- Improvised Explosive Devices (IED's) and concealed weapons recognition,-Cargo terminal access control.
- IOSA Cargo security standards and compliance.

Unit-4	AIR CARGO SECURITY

- Air Cargo Security, -Dangerous Goods, -Regulations and Standards.
- Hazard Class Definitions, -Identification and Recognition,- DGR, - Precautionary Measures.
- Types of cargo-Handling of Perishable, Valuable Cargo and Special Cargo.
- Air cargo Tariff, Rates & Charges –Valuation charges and Disbursement Airway Bill, Function, Purpose and Validation.

Unit-5	HANDLING FACILITY AIRPORT

- Handling Facility Airport Cargo Activity & Cargo Zone.
- Aircraft Handling with Cargo. Cargo Terminals and Facilities.
- Emerging trending Cargo & Cargo Carriers.

Suggestive Readings:

Text Books:

1. Sales,M.(2016) Air Cargo Management: Air Freight and the Global Supply Chain. Rout ledge.
2. Jackson,P.A.(1978) Air Cargo Distribution. Gower Press.
3. Hertwig, P& Rau, P (2010) Risk Management in the Air Cargo Industry. Diplomica Verlag Gmbh.

Reference Books:

1. Chang, Y.S.(2015) Air Cargo Management. CRC Press.
2. Hoffmann,R.(2013) Dynamic Capacity Control in Air Cargo Revenue Management. KIT Scientific Publishing.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2

End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → **CO ↓**	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**
DSE029CO1	3	1	1	0	2	3	1	0	2
DSE029CO2	2	2	1	1	2	3	1	0	2
DSE029CO3	3	3	1	1	2	1	1	2	2
DSE029CO4	3	3	1	0	2	2	1	1	2
DSE029CO5	3	3	2	2	2	1	2	3	2

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester				
Course Name	Airline Traffic Control	L	T	P	C	Course Type
Course Code	DSE030	3	0	0	3	DSE

Course Objectives:

This course ensures that the students understand how:

1	To introduce students to the **fundamental concepts, objectives, and scope of Air Traffic Control (ATC)** and Air Traffic Services (ATS).
2	To develop an understanding of **VFR and IFR operations**, classification of airspace, and separation standards.
3	To familiarize students with **air traffic services procedures**, including flight plans, ATC clearances, and separation techniques.
4	To provide knowledge of **flight information services, alerting services, radar operations, and emergency procedures**.
5	To impart awareness of **aerodrome data, visual navigation aids, lighting systems, and communication systems** used in ATC operations.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
DSE030CO1	**Explain the roles, responsibilities, and objectives of ATC** and the division of control responsibilities in different airspaces.	L2
DSE030CO2	Illustrate **basic principles of ATS**, including vertical, lateral, and longitudinal separation standards.	L2
DSE030CO3	Apply **flight plans, ATC clearances, and position reports** used in air traffic management.	L3
DSE030CO4	Analyze **radar services, flight information services, and emergency handling procedures** in controlled and uncontrolled airspace.	L4
DSE030CO5	Evaluate **aerodrome characteristics, navigation aids, lighting systems, and obstacle marking** relevant to safe aircraft operations.	L5

Syllabus:

Unit-1	BASIC CONCEPT OBJECTIVES OF ATC

- Objectives of ATC – Roles and responsibilities of ATC
- Scope of ATC – Concepts and objective of ATC VFR & IFR
- Operations – Classification of ATS Air Spaces
- Various kinds of separation Meteorological Support Providing ATS
- Division of Responsibility of Control

Unit-2	AIR TRAFFIC SERVICES
• Air Traffic Services Area Control Service • Assignment of Raising levels minimum Flight Altitude ATS routes • Significant Points RNAV and RNP • Vertical, Lateral and Longitudinal Separations based on Time / Distance ATC • clearance – Flight plans- Position report	
Unit-3	**FLIGHT INFORMATION ALERTING SERVICES**
• Flight Information Alerting Services, Coordination, Emergency • Procedure and Rule of the Air Radar Service, Basic Radar Terminology • Identification Procedures using Primary/Secondary radar • Performance Checks Use of Radar in Area and Approach • Control Service Issuance Control and Coordination • Radar/ Non- Radar Control Emergencies Flight Information and • Advisory Service Alerting Service Coordination • Emergency Procedure – Rules of the Air	
Unit-4	**AERODROME DATA**
• Data analysis, Characteristics and Obstacles. Terminology • Aiport data and communication, Various codes used in data translation • Reference points at airports, Temperature maintaining • Runway, Physical Characteristic; Length of Primary/ Secondary Runway • Width of the Runways Minimum Distance between Parallel Runways etc.- Obstacles	
Unit-5	**VISUAL AND FOR NAVIGATION**
• Location and Characteristics, Fluid mechanics, Navigationsystem • Tools used at ATC, communication means • Signal lost and repair, maintenance and advancement, • Signal Area – Marking General Requirements • Various Markings – Lights, General Requirements • Aerodrome Beacon, Identification Beacon- Simple Approach • Lighting System and Various Lighting Systems – VASI & PAPI • Visual Aids for Denoting Obstacles; • Object to be Marked and Lighter – Emergency and Other Services.	

Suggestive Readings:

Text Books:

1. **Straight and Level: Practical Airline Economics** – Stephen Holloway

2. Airline Operations & Delay Management-Insights from Airline Economics, Network & Strategic Schedule by Cheng Lung Wu

Reference Books:

1. The Economics of Airport Operations (Advances in Airline Economics Book 6) by James Peoples and John Bitza.

2. Aviation: International Air Traffic Control by English Language Services.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Levels

Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO→ CO↓	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**
DSE030CO1	3	1	1	1	1	1	2	0	2
DSE030CO2	2	3	1	0	1	1	1	0	2
DSE030CO3	2	3	2	1	2	1	1	0	2
DSE030CO4	2	3	1	1	3	2	1	0	2
DSE030CO5	3	2	1	0	3	2	1	0	2

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester				
Course Name	Airline Route & Strategic Planning	L	T	P	C	Course Type
Course Code	DSE031	3	0	0	3	DSE

Course Objectives:

This course ensures that the students understand how:

1	To familiarize students with the historical growth of air transport, the organizational structure of airports, and the key associations governing the aviation sector.
2	To educate students on the critical physical and operational characteristics of airports (including size, turning radius, speed, capital, and delay) that directly impact the determination of runway, taxiway, and gate capacity.
3	To instruct students on the fundamental geometric design standards and planning surveys required for primary airfield components, such as runway length/width, sight distances, taxiways, and apron clearances.
4	To analyze the operational concepts, space relationships, and area requirements involved in the planning and design of the airport terminal area, including considerations for noise control and ground transportation.
5	To comprehensively cover the visual and electronic aids used in air traffic control, focusing on airfield markings, lighting systems, and landing aids for both day and night operations.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
DSE031CO1	**Explain** the purpose of various Runways and Taxiways markings, and describe the operational role of Day & Night Landing Aids and associated airport lighting systems used for air traffic control.	L2
DSE031CO2	**Illustrate** the factors that affect airport capacity and determine the theoretical capacity of runways, taxiways, and gates by calculating the impact of operational parameters like delay and turning radius.	L2
DSE031CO3	**Apply** planning and survey data to design the physical geometry of airfield elements, including specifying requirements for Runway Length and Width, Taxiway Clearances, and Apron configurations.	L3
DSE031CO4	**Analyze** a functional layout for an airport terminal area by identifying required Space Relationships and Area Requirements, and integrating solutions for Noise Control and efficient vehicular traffic flow/parking.	L4
DSE031CO5	**Evaluate** different types of airports and describe the function of key airfield components, including Air Traffic Zones and approach areas, within the broader context of Airport System Planning.	L5

Syllabus:

Unit-1	INTRODUCTION GROWTH OF AIR TRANSPORT

- Introduction Growth of Air Transport, Airport Organization and Associations.
- Classification of Airports Airfield Components, Air Traffic Zones and Approach Areas.
- Context of Airport System Planning.
- Development of Airport Planning Process – Ultimate Consumers. Airline Decision – Other Airport Operations.

Unit-2	**AIRPORT CHARACTERSTICS**
• Airport Characteristics related to airport management Components Size, Turning Radius, Speed, Airport Characteristics. Capital and Delay. • Factors Affecting Capacity, Determination of Runway Capacity related To Delay. • Gate Capacity, and Taxiway Capacity.	
Unit-3	**AIRPORT PLANNING AND SURVEYS**
• Airport planning and surveys Runway Length and Width, Sight Distances. • Longitudinal and Transverse, Runway Intersections, Taxiways, Clearances, Aprons, Numbering, Holding Apron.	
Unit-4	**PLANNING AND DESIGN OF TERMINAL AREA OPERATIONAL CONCEPTS**
• Planning and design of terminal area Operational Concepts. • Space Relationships and Area Requirements. • Noise Control, Vehicular Traffic and Parking at airports.	
Unit-5	**AIR TRAFFIC CONTROL AND AIDS**
• Air traffic control and aids Runways and Taxi ways markings. • Day & Night Landing Aids. • Airport Lighting and other Associated Aids.	

Suggestive Readings:

Text Books:

1. Guillaume, B. (2016) Airline Network Development in European dits Implications for Airport Planning. Taylor & Francis Ltd.
2. Herbert Baum, H.& Auer bach, S.(2005) Strategic Management in the Aviation Industry .Rout ledge.

Reference Books:

3. Abdelghany, A. & Abdelghany, K. (2018) Airline Network Planning and Scheduling. Wiley.
4. Grover,J.H.H.(1990)Airline Route Planning. Wiley– Blackwell.
5. Freuden sprung, P. (2012) Aviation - Frequency and Route Planning: Review of the Frequency and Route Planning Method for small airlines. Exam icus Verlag.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2

End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
DSE031CO1	3	1	1	0	2	1	1	0	2
DSE031CO2	2	3	1	0	2	0	0	1	2
DSE031CO3	3	3	1	1	2	0	0	1	2
DSE031CO4	2	3	1	1	1	2	1	1	2
DSE031CO5	3	2	1	0	1	1	3	1	2

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester				
Course Name	Resource Planning & Logistics in Aviation	L	T	P	C	Course Type
Course Code	DSE032	3	0	0	3	DSE

Course Objectives:

This course ensures that the students understand how:

1	To understand the fundamentals of **resource planning and logistics systems** in the aviation industry.
2	To develop knowledge of **airport and airline resource allocation**, including manpower, equipment, and infrastructure.
3	To analyze **aviation logistics operations**, including cargo, ground handling, and supply chain management.
4	To study the role of **technology and information systems** in aviation resource planning and logistics.
5	To familiarize students with **sustainable and efficient logistics practices** in modern aviation.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
DSE032CO1	**Explain** the concepts and importance of resource planning and logistics in aviation operations.	L2
DSE032CO2	Illustrate resource planning techniques to airline and airport operational scenarios.	L2
DSE032CO3	Apply logistics and supply chain challenges in aviation, including cargo and ground operations.	L3
DSE032CO4	Analyze the role of technology in improving aviation logistics efficiency and decision-making.	L4
DSE032CO5	Evaluate basic resource and logistics plans for airline or airport operations with a sustainability perspective.	L5

Syllabus:

Unit-1	Introduction to Resource Planning in Aviation
Meaning and scope of resource planning	

Types of resources in aviation: human, financial, physical, and technological Role of resource planning in airlines and airports Demand forecasting and capacity planning Challenges in aviation resource management	
Unit-2	Manpower & Infrastructure Resource Planning
Manpower planning in aviation Crew scheduling and rostering Airport infrastructure planning (runways, terminals, aprons) Equipment planning: GSE, aircraft, and support systems Regulatory and safety considerations	
Unit-3	Aviation Logistics & Supply Chain Management
Concept of logistics in aviation Aviation supply chain structure Aircraft parts and MRO logistics Airport cargo operations and freight handling Inventory management in aviation	
Unit-4	Ground Handling & Cargo Logistics
Ground handling operations and resource requirements Baggage handling systems and logistics Cold chain logistics in aviation Dangerous goods handling and compliance Coordination among stakeholders	
Unit-5	Technology, Sustainability & Future Trends
Role of ERP, AI, IoT, and digital platforms in aviation logistics Automation and smart airports Sustainable logistics and green aviation practices Risk management and disruption handling Future trends in aviation resource planning and logistics	

Suggestive Readings:

Text Books:

1. ***Aviation Logistics: The Dynamic Partnership of Air Freight and Supply Chain*** – Michael Sales

Reference Books:

1. ***Aviation Logistics*** – Dr. R. Reena

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5

Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO→ CO↓	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**
DSE032CO1	3	1	1	0	1	1	1	1	2
DSE032CO2	2	2	1	1	2	1	1	2	2
DSE032CO3	2	3	1	1	2	1	0	2	2
DSE032CO4	2	3	1	0	3	0	0	2	2
DSE032CO5	3	3	1	1	2	3	1	2	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester				
Course Name	Airline Economics	L	T	P	C	Course Type
Course Code	DSE033	3	0	0	3	DSE

Course Objectives:

This course ensures that the students understand how:

1	To introduce students to the **fundamental economic principles** and **unique structural characteristics** of the global aviation industry, establishing the foundational role of economics in airline management.
2	To analyze and explain the **key economic metrics** specific to airline operations and flight scheduling.
3	To examine the complex factors affecting **airline profitability**, including labor economics, distribution channels, frequent flyer programs, and the application of advanced **Yield Management** techniques for revenue maximization.
4	To evaluate the **interdependent economic relationships** between airlines, airports, and aircraft fleets, and to model operational efficiency using concepts like enplanement, deployment, and trip time analysis
5	To explore the broader **macroeconomic and regulatory issues** impacting the aviation sector, including the economics of customer service, the role of airline alliances, and the overall economic impact of air travel.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
DSE033CO1	**Explain** the factors affecting airline operations and market behavior using established economic models	L2
DSE033CO2	**Illustrate** aircraft fleet economics and deployment models (like the trip time model) to maximize operational efficiency.	L2
DSE033CO3	**Apply** core economic airline metrics and **evaluate** the effectiveness of different pricing strategies, including price elasticity of demand for air travel and ancillary pricing models.	L3
DSE033CO4	**Analyze** the basic economic structure of the aviation industry.	L4
DSE033CO5	**Evaluate** the economic impact of global issues, airline alliances, and customer service strategies on the macro-level performance and market dynamics of the air travel industry.	L5

Syllabus:

Unit-1	INTRODUCTION
• Introduction to airline economics.	

- Need and Importance of economics in aviation.
- Aviation industry structure, basic economic structure and implementation.
- Measures for airline economics, airline markets and economic.
- Factors effecting airlines and aviation industry.

Unit-2	ECONOMIC AIRLINE METRICS

- Economic airline metrics, forecasting & flights scheduling.
- Pricing and Ancillary pricing.
- Airline supply and demand.
- Prime and elasticity of demand for air travel.

Unit-3	AIRLINE DISTRIBUTION &FREQUENT FLYER ECONOMICS

- Airline economics factor affecting the demand and supply in aviation industry.
- Airline labour economics.
- Airline cost structure, airline competition and market share.
- Airline profit equation, airline profit maximizing strategy Yield management.
- Airport economics & the relationship with airlines.
- Aircraft fleet economics, Enplanement and deployment trip time model.

Unit-4	YIELD MANAGEMENT

- Micro and macro economics & the relationship with Airlines.
- Aircraft fleet economics.
- Enplanement and deployment.
- Trip time model.

Unit-5	ECONOMICS FOR CUSTOMER SERVICE

- Economics for customer service.
- Passenger trip process.
- Economic impact issues and airline alliances.

Suggestive Readings:

Text Books:

1. Bilotkach,V.(2017).Airline economics. Agenda Publishing.
2. Jenkins, D.(1995).Handbook Of Airline Economics. McGraw Hill.
3. O'Connor, W.E.(2000). An Introduction To Airline Economics (5ed.).Praeger.

Reference Books:

1. James,G.W.(1985).Airlineeconomics.Lexington(Mass.):LexingtonBooks.
2. Lee, D. (2006).Advances in airline economics. Amsterdam: Elsevier.
3. Tabacco, G. (2017). Airline Economics. Cham: Springer International Publishing.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
DSE033CO1	3	3	1	0	1	1	2	1	2
DSE033CO2	3	3	1	0	2	0	1	2	2
DSE033CO3	3	3	1	0	2	1	1	3	2
DSE033CO4	3	3	1	0	1	1	2	1	2
DSE033CO5	2	3	2	1	1	1	3	2	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	**Bachelor of Business Administration (BBA)**	**Semester**				
Course Name	**Airline Customer Service and Cabin Crew Training**	**L**	**T**	**P**	**C**	**Course Type**
Course Code	**DSE034**	**3**	**0**	**0**	**3**	**DSE**

Course objective:

This course ensures that the students:

1	Understand the principles of airline customer service and passenger handling.
2	Gain knowledge of roles, responsibilities, and professional standards of cabin crew.
3	Develop skills related to communication, grooming, etiquette, and service delivery.
4	Learn in-flight service procedures, safety practices, and emergency handling.
5	Build awareness of passenger psychology, conflict management, and service excellence in airlines.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT level
DSE034CO1	Recall basic concepts of airline customer service and cabin crew duties.	**L1**
DSE034CO2	Explain passenger handling procedures and cabin crew responsibilities.	**L2**
DSE034CO3	Apply communication, grooming, and service skills in airline customer service situations.	**L3**
DSE034CO4	Analyze passenger behavior, service challenges, and in-flight problem situations.	**L4**
DSE034CO5	Evaluate service quality standards and customer satisfaction practices in airlines.	**L5**

Syllabus:

Unit-1	**Introduction to Airline Customer Service**	Contact Hours: 9

Meaning and importance of customer service in airlines; Airline service product; Customer expectations and satisfaction; Passenger types and profiles; Role of customer service in airline branding; Service quality dimensions in aviation; Airline service cycle (pre-flight, in-flight, post-flight).		
Unit-2	Cabin Crew – Roles, Responsibilities, and Professional Standards	Contact Hours: 9
Cabin crew job profile; Duties before, during, and after flight; Cabin crew hierarchy; Professional conduct and ethics; Personal grooming, uniform standards, and body language; Cabin crew lifestyle and work culture.		
Unit-3	Communication, Grooming, and Passenger Handling	Contact Hours: 9
Effective communication skills; Verbal and non-verbal communication; Passenger handling techniques; Handling special passengers (elderly, children, disabled, VIPs); Complaint handling and service recovery; Cultural sensitivity and intercultural communication.		
Unit-4	In-Flight Service and Safety Procedures	Contact Hours:9
In-flight services (meal service, announcements, passenger comfort); Cabin safety procedures; Emergency equipment and demonstrations; Handling medical emergencies; Crew coordination and teamwork; Basic introduction to safety regulations and standard operating procedures (SOPs).		
Unit-5	Passenger Psychology, Conflict, and Service Excellence	Contact Hours:9
Passenger psychology and behavior; Managing difficult and disruptive passengers; Stress and fatigue management for cabin crew; Conflict resolution techniques; Enhancing customer experience; Service excellence and future trends in airline customer service; Case studies of airline service best practices.		

Suggestive Readings:

Text Books:

Graham, Anne – *Managing Airports: An International Perspective*, Butterworth-Heinemann

Wensveen, John G. – *Air Transportation: A Management Perspective*, Ashgate Publishing

Reference Books:

Knotts, Thomas – *Cabin Crew Training Manual*, Aviation Learning Resources

IATA – *Cabin Crew Safety and Service Training Manuals*

ICAO – *Human Factors and Cabin Safety Training Documents*

Assessment

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid Term	☑	1hr	30			Closed Book	Levels 3 to 5
Assignment/Case Study	☑		10			Group	Levels 1 to 5
Surprise Quiz	☑	30mins	10			20 MCQ	Level 1
Comprehensive Exam	☑	3hr	50			Closed Book	Levels 1 to 3

Course Outcomes – Program Outcomes (CO – PO) Mapping

Program Outcomes → Course Outcomes ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	P09	P10	P11
DSE034CO1	**3**	**0**	**1**	**0**	**0**	**1**	**1**	**0**	**1**	**3**	**0**
DSE034CO2	**2**	**1**	**2**	**1**	**0**	**1**	**1**	**0**	**1**	**2**	**1**
DSE034CO3	**1**	**1**	**3**	**2**	**1**	**1**	**1**	**1**	**1**	**1**	**1**
DSE034CO4	**1**	**3**	**2**	**1**	**0**	**2**	**1**	**1**	**2**	**1**	**3**
DSE034CO5	**2**	**3**	**2**	**1**	**1**	**2**	**1**	**1**	**2**	**2**	**3**

Program	**Bachelor of Business Administration (BBA)**	Semester				
Course Name	**Aviation Finance & Insurance**	L	T	P	C	Course Type
Course Code	**DSE035**	3	0	0	3	DSE

Course objective:

This course ensures that the students:

1	Explain core principles of finance and insurance in the context of the aviation industry.
2	Introduce students to financial planning, forecasting, and budgeting in airline operations.
3	Analyze various aircraft financing and leasing models used in commercial aviation.
4	Illustrate risk management principles and their application in aviation insurance.
5	Familiarize students with major aviation insurance policies and the underwriting process.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT level
DSE035CO1	Identify and explain key financial and insurance concepts relevant to the airline industry.	**L1**
DSE035CO2	Prepare basic financial forecasts and capital expenditure plans for airlines.	**L2**
DSE035CO3	Differentiate between types of aircraft leases and assess their business impact.	**L3**
DSE035CO4	Apply risk management principles to evaluate aviation insurance needs.	**L4**
DSE035CO5	Interpret common aviation insurance products and explain their pricing and structure.	**L5**

Syllabus:

Unit-1	**OperationsFundamentals of Aviation Finance**	Contact Hours: 9
Overview of aviation finance, Airline valuation: tangible & intangible assets, Internal & external financing sources, financial institutions in aviation, Basics of capital budgeting for airlines		
Unit-2	**Airline Financial Planning & Forecasting**	Contact Hours: 9
Airline capital expenditure and investment planning, Traffic and revenue forecasting, financial requirement estimation, Loan repayment structures & financial risk, Role of manufacturers in pre-delivery payments (PDPs)		
Unit-3	**Aircraft Leasing & Financing Models**	Contact Hours: 9
Objectives of leasing, Types of aircraft leases: operating, finance, wet, dry, sale & leaseback, Lease vs purchase decision, Key legal and financial considerations in aircraft leasing, Case studies on major leasing deals		
Unit-4	**Principles of Insurance & Risk Management**	Contact Hours:9
Introduction to insurance and risk, Risk types in aviation operations, Core principles and terminology of insurance, Aviation risk management framework, Role of insurers and underwriters		
Unit-5	**Aviation Insurance Products & Underwriting**	Contact Hours:9
Aircraft hull and liability insurance, Airport premises and passenger liability, Policy endorsements and exclusions, Underwriting process in aviation insurance, Pricing and premium calculation methods		

Suggestive Readings:

Text Books:

Suggestive Readings:

Text Book

3. Cook, G.N .& Billig, B.G.(2017)*Airline Operations and Management: A Management Textbook*. Routledge.
4. Butler, G.F. & Keller, M.R.(2016) *Handbook of Airline Operations*. Rout ledge Reference Books

Reference Books:

3. Rossmore, A.(2016) *Airline Operations: An Inside View*. Kellmark Aeronautics.
4. Bruce, P. J. (2011) *Understanding Decision-making Processes in Airline Operations Control*.

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid Term	☑	1hr	30			Closed Book	Levels 3 to 5
Assignment/Case Study	☑		10			Group	Levels 1 to 5
Surprise Quiz	☑	30mins	10			20 MCQ	Level 1
Comprehensive Exam	☑	3hr	50			Closed Book	Levels 1 to 3

Course Outcomes – Program Outcomes (CO – PO) Mapping

Program Outcomes → Course Outcomes ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	P09	P10	P11
DSE035CO1	3	1	1	0	1	1	2	1	2	3	1
DSE035CO2	3	3	1	1	2	0	1	2	2	3	3
DSE035CO3	3	3	1	1	2	0	2	2	2	3	3
DSE035CO4	2	3	1	1	1	3	1	1	2	2	3
DSE035CO5	2	2	2	0	1	3	1	1	2	2	2

LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Program	**Bachelor of Business Administration**	**Semester**				
Course Name	**Logistics & Transportation Planning**	**L**	**T**	**P**	**C**	**Course Type**
Course Code	**DSE036**	**3**	**0**	**0**	**3**	**DSE**

Course Objectives:

This course ensures that the students understand how:

1	To introduce students to the **fundamentals of logistics and transportation planning** in the aviation sector.
2	To develop understanding of **air transportation systems**, infrastructure, and network planning.
3	To analyze **cargo, passenger, and multimodal transportation logistics** in aviation.
4	To study the application of **planning tools, regulations, and technology** in aviation logistics.
5	To familiarize learners with **sustainable, efficient, and future-oriented transportation planning** practices.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	**Outcome**	**BT Level**
DSE036CO1	**Explain** the key concepts and functions of logistics and transportation planning in aviation.	L2
DSE036CO2	Illustrate transportation planning techniques to airline and airport logistics operations.	L2
DSE036CO3	Apply aviation cargo and passenger transportation systems and related challenges.	L3
DSE036CO4	Analyze the role of technology, policy, and regulation in aviation transportation planning.	L4
DSE036CO5	Evaluate basic logistics and transportation plans for aviation organizations with	L5

	sustainability considerations.	

Syllabus:

Unit-1	**Introduction to Logistics & Transportation in Aviation**
Meaning and scope of logistics, Transportation planning concepts, Role of aviation in global logistics, Types of air transportation: passenger and cargo, Challenges in aviation logistics and transport planning	
Unit-2	**Air Transportation Systems & Infrastructure Planning**
Airport systems and components, Runways, terminals, cargo complexes, Airside and landside planning, Capacity planning and demand forecasting, Integration with surface transportation	
Unit-3	**Aviation Cargo & Multimodal Logistics**
Air cargo transportation planning, Cargo terminals and hub-and-spoke systems, Multimodal transportation: air-road-rail-sea integration, Freight forwarding and logistics service providers, Customs, documentation, and security	
Unit-4	**Operational Planning & Regulatory Framework**
Flight scheduling and route planning, Fleet planning and utilization, International and domestic aviation regulations, ICAO, IATA, DGCA, and AAI roles, Safety, security, and environmental compliance	
Unit-5	**Technology, Sustainability & Future Trends**
ICT, ERP, AI, and digital logistics platforms, Smart airports and automation, Sustainable transportation planning and green logistics, Risk management and disruption planning, Future trends in aviation logistics and transportation	

Suggestive Readings:

Text Books:

2. **Michael Sales**, *Aviation Logistics*, **Routledge / CRC Press**, New York.
3. **Paul Stephen Dempsey & Andrew R. Goetz**, *Airline Management: Strategies for the 21st Century*, **Routledge**, London.

Refrence Books:

1. **Belobaba, Odoni & Barnhart**, *The Global Airline Industry*, **Wiley**, UK.
2. **Martin Christopher**, *Logistics & Supply Chain Management*, **Pearson Education**, UK.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO→ CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
DSE036CO1	**3**	**1**	**1**	**0**	**1**	**1**	**2**	**1**	**2**
DSE036CO2	**2**	**2**	**1**	**1**	**2**	**1**	**1**	**2**	**2**
DSE036CO3	**2**	**3**	**1**	**1**	**2**	**1**	**1**	**2**	**2**
DSE036CO4	**2**	**3**	**1**	**0**	**3**	**2**	**2**	**1**	**2**
DSE036CO5	**3**	**3**	**2**	**1**	**2**	**3**	**2**	**2**	**3**

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	**Bachelor of Business Administration**	**Semester**				
Course Name	**Warehouse Management**	**L**	**T**	**P**	**C**	**Course Type**
Course Code	**DSE037**	**3**	**0**	**0**	**3**	**DSE**

Course Objectives:

This course ensures that the students understand how:

1	To provide students with a comprehensive understanding of **warehouse management concepts and functions.**
2	To develop knowledge of **warehouse design, layout, and space utilization.**
3	To understand **inventory control, material handling, and storage systems.**
4	To analyze **technology applications and automation** in warehouse operations.
5	To familiarize learners with **performance measurement, safety, and sustainable warehousing practices.**

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
DSE037CO1	**Explain** the role and importance of warehouse management in supply chains.	L2
DSE037CO2	Illustrate warehouse layout and storage techniques for efficient operations.	L2
DSE037CO3	Apply inventory management and material handling systems used in warehouses.	L3
DSE037CO4	Analyze the use of technology and automation in modern warehousing.	L4

DSE037CO5	Evaluate basic warehouse operational plans focusing on efficiency, safety, and sustainability.	L5

Syllabus:

Unit-1	**Introduction to Warehouse Management**
Meaning and role of warehousing Types of warehouses: private, public, bonded, cold storage, distribution centers Functions of warehouses in supply chain management Warehouse location planning Challenges in warehouse operations	
Unit-2	**Warehouse Design & Layout Planning**
Warehouse design principles Layout types: U-flow, I-flow, L-flow Space utilization and storage capacity planning Receiving, storage, picking, and dispatch areas Cross-docking concepts	
Unit-3	**Inventory & Material Handling Systems**
Inventory types and control techniques (ABC, EOQ, JIT) Storage systems: pallet racks, shelving, AS/RS Material handling equipment (MHE) Packaging and unitization Warehouse safety and ergonomics	
Unit-4	**Warehouse Operations & Technology**
Warehouse operating procedures Order picking methods Warehouse Management Systems (WMS) Barcode, RFID, and automation Performance measurement and KPIs	
Unit-5	**Sustainable & Strategic Warehouse Management**
Cost analysis and productivity improvement Outsourcing and third-party warehousing (3PL/4PL) Green warehousing and sustainability practices Risk management and loss prevention Future trends in warehouse management	

Suggestive Readings:

Text Books:

1. **Frazelle, Edward H.**, *World-Class Warehousing and Material Handling*, **McGraw-Hill Education**, New York.
2. **Ackerman, Kenneth B.**, *Practical Handbook of Warehousing*, **Springer / Springer-Verlag**, New York.

Refrence Books:

1. **Richards, Gwynne**, *Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs*, **Kogan Page**, London.
2. **Bowersox, Closs & Cooper**, *Supply Chain Logistics Management*, **McGraw-Hill Education**, USA.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO→ CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
DSE037CO1	3	1	1	0	1	1	1	1	2
DSE037CO2	2	2	1	1	1	0	0	1	1
DSE037CO3	3	3	1	1	2	1	0	2	2
DSE037CO4	2	3	1	0	3	1	1	2	2
DSE037CO5	3	3	2	1	2	3	1	2	2

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	**Bachelor of Business Administration**	**Semester**				
Course Name	**Principles of ERP**	**L**	**T**	**P**	**C**	**Course Type**
Course Code	**DSE038**	**3**	**0**	**0**	**3**	**DSE**

Course Objectives:

This course ensures that the students understand how:

1	Explain the concept, evolution, and importance of Enterprise Resource Planning (ERP) systems.
2	Understand the functional modules and architecture of ERP systems.
3	Apply ERP concepts to integrate business processes across organizations.
4	Analyze ERP implementation strategies, challenges, and risks.
5	Evaluate the role of ERP in organizational efficiency, decision-making, and competitiveness.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
DSE038CO1	Explain basic concepts, evolution, and objectives of ERP systems.	L2
DSE038CO2	Describe ERP architecture, modules, and business process integration.	L2

DSE038CO3	Apply ERP concepts to functional areas such as finance, HR, and supply chain.	L3
DSE038CO4	Analyze ERP implementation issues, risks, and organizational impact	L4
DSE038CO5	Evaluate ERP systems for improving business performance and decision-making.	L5

Syllabus:

Unit-1	**Introduction to ERP**
Meaning and definition of ERP; Evolution of ERP systems (MRP, MRP II to ERP); Need and benefits of ERP; Characteristics and features of ERP; ERP vs traditional information systems; Role of ERP in modern organizations; Overview of leading ERP vendors.	
Unit-2	**ERP Architecture and Functional Modules**
ERP architecture and components; ERP database and information flow; Core ERP modules – Finance, Accounting, Human Resource Management, Production and Operations, Sales and Distribution; Supply Chain Management; Customer Relationship Management; Integration of business functions.	
Unit-3	**ERP and Business Process Integration**
Business process reengineering (BPR) and ERP; Process mapping and standardization; ERP configuration and customization; Data management and master data; ERP support for decision-making; ERP in small and medium enterprises (SMEs).	
Unit-4	**ERP Implementation and Challenges**
ERP implementation life cycle; ERP project planning and management; Change management and user training; ERP implementation strategies (Big Bang, Phased, Parallel); Challenges and risks in ERP implementation; Critical success factors; Cost and time considerations.	
Unit-5	**Emerging Trends and Applications of ERP**
Cloud-based ERP systems; ERP and digital transformation; ERP and analytics; Integration with AI, IoT, and Big Data; ERP security and ethical issues; Case studies of ERP implementation; Future trends in ERP systems.	

Suggestive Readings:

Text Books:

Monk, Ellen & Wagner, Bret – *Concepts in Enterprise Resource Planning*, Cengage Learning

Leon, Alexis – *ERP Demystified*, Tata McGraw-Hill

Refrence Books:

Sumner, Mary – Enterprise Resource Planning, Pearson Education

O'Leary, Daniel E. – Enterprise Resource Planning Systems: Systems, Life Cycle, Electronic Commerce, and Risk, Cambridge University Press

Jacobs, F. Robert & Weston, F.C.T. – Enterprise Resource Planning (ERP): A Brief History, Journal of Operations Management

Assessment

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5

Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO→ CO ↓	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**
DSE038CO1	**3**	**1**	**1**	**0**	**1**	**0**	**1**	**0**	**2**
DSE038CO2	**3**	**2**	**1**	**1**	**2**	**0**	**1**	**1**	**2**
DSE038CO3	**3**	**3**	**1**	**1**	**3**	**1**	**0**	**2**	**2**
DSE038CO4	**2**	**3**	**1**	**2**	**2**	**1**	**1**	**1**	**2**
DSE038CO5	**3**	**3**	**2**	**1**	**3**	**1**	**1**	**2**	**3**

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	**Bachelor of Business Administration**	**Semester**				
Course Name	**Forecasting & Inventory Management**	**L**	**T**	**P**	**C**	**Course Type**
Course Code	**DSE039**	**3**	**0**	**0**	**3**	**DSE**

Course Objectives:

This course ensures that the students understand how:

1	To introduce students to the **principles and importance of forecasting and inventory management** in organizations.
2	To develop understanding of **quantitative and qualitative forecasting techniques**.
3	To analyze **inventory planning and control methods** for efficient operations.
4	To study the integration of **forecasting with supply chain and operations decisions**.
5	To familiarize learners with **technology applications and contemporary practices** in forecasting and inventory management.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	**Outcome**	**BT**

		Level
DSE039CO1	**Explain the** key concepts of forecasting and inventory management.	L2
DSE039CO2	Illustrate forecasting techniques to estimate demand in business scenarios.	L2
DSE039CO3	Apply inventory models and control systems to minimize costs and improve service levels.	L3
DSE039CO4	Analyze the impact of forecasting accuracy on supply chain performance.	L4
DSE039CO5	Evaluate basic forecasting and inventory plans using appropriate tools and techniques.	L5

Syllabus:

Unit-1	**Introduction to Forecasting & Inventory Management**
Meaning and importance of forecasting Role of forecasting in operations and supply chain Types of forecasts: short, medium, and long term Sources of demand data Overview of inventory management concepts	
Unit-2	**Forecasting Techniques**
Qualitative forecasting methods Time series analysis Moving averages and exponential smoothing Trend and seasonal forecasting Forecast accuracy and error measurement	
Unit-3	**Inventory Models & Control Systems**
Types of inventory Economic Order Quantity (EOQ) model Reorder point and safety stock Probabilistic inventory models ABC and VED analysis	
Unit-4	**Inventory Planning & Technology**
Inventory management in manufacturing and services Just-in-Time (JIT) and Lean inventory ERP and inventory management systems RFID, barcode, and automation Inventory performance metrics	
Unit-5	**Strategic & Contemporary Issues**
Inventory risk and uncertainty Demand variability and bullwhip effect Sustainable inventory management Global inventory planning Emerging trends and best practices	

Suggestive Readings:

Text Books:

1. **K. K. Aggarwal**, *Production and Operations Management*, **New Age International Publishers**, New Delhi.
2. **Sunil Chopra & Peter Meindl**, *Supply Chain Management: Strategy, Planning, and Operation*, **Pearson Education**, USA.

Refrence Books:

1. **Heizer, Render & Munson**, *Operations Management*, **Pearson Education**, USA.
2. **Bowersox, Closs & Cooper**, *Supply Chain Logistics Management*, **McGraw-Hill Education**, USA.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO→ CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
DSE039CO1	**3**	**1**	**1**	**0**	**1**	**0**	**0**	**1**	**2**
DSE039CO2	**2**	**3**	**1**	**0**	**2**	**0**	**0**	**1**	**2**
DSE039CO3	**3**	**3**	**1**	**1**	**2**	**0**	**0**	**2**	**2**
DSE039CO4	**2**	**3**	**1**	**0**	**2**	**0**	**1**	**2**	**2**
DSE039CO5	**2**	**3**	**1**	**0**	**3**	**0**	**0**	**2**	**3**

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	**Bachelor of Business Administration**	**Semester**				
Course Name	**Applied Logistics and Supply Chain Management: Real-World Practices and Strategies**	**L**	**T**	**P**	**C**	**Course Type**
Course Code	**DSE040**	**3**	**0**	**0**	**3**	**DSE**

Course Objectives:

This course ensures that the students understand how:

1	Explain the concepts, structure, and scope of logistics and supply chain management in real business contexts.
2	Understand logistics functions such as transportation, warehousing, inventory, and distribution.
3	Apply supply chain strategies and tools to improve operational efficiency.
4	Analyze real-world supply chain challenges, risks, and disruptions.

5	Evaluate technology-enabled, sustainable, and global supply chain practices.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
DSE040CO1	Explain core concepts and functions of logistics and supply chain management.	L2
DSE040CO2	Describe real-world logistics operations and supply chain structures.	L2
DSE040CO3	Apply logistics and SCM tools to solve operational problems.	L3
DSE040CO4	Analyze supply chain strategies, risks, and performance issues.	L4
DSE040CO5	Evaluate sustainable, technology-driven, and global supply chain practices.	L5

Syllabus:

Unit-1	**Fundamentals of Logistics and Supply Chain Management**
Introduction to Logistics and Supply Chain Management; Evolution of SCM; Scope and objectives of logistics; Components of supply chain; Role of logistics in business competitiveness; Types of supply chains; Integration of logistics and supply chain; Real-world examples from manufacturing and service sectors.	
Unit-2	**Logistics Operations and Distribution Management**
Transportation management – modes, selection, and optimization; Warehousing concepts and layout; Inventory management techniques; Packaging and material handling; Distribution channels; Last-mile delivery; Role of 3PL and 4PL service providers; Practical logistics challenges.	
Unit-3	**Supply Chain Planning and Coordination**
Demand forecasting and planning; Supply chain coordination and collaboration; Procurement and supplier management; Bullwhip effect; Lean and agile supply chains; Supply chain performance measurement (KPIs); Application-based case studies.	
Unit-4	**Risk Management and Technology in Supply Chain**
Supply chain risks and disruptions; Risk mitigation strategies; Role of information technology in SCM; ERP, RFID, IoT, and blockchain in logistics; Digital supply chains; E-commerce logistics; Resilience and flexibility in real-world supply chains.	
Unit-5	**Sustainable and Global Supply Chain Practices**
Green logistics and sustainable SCM; Ethical and social responsibility in supply chains; Global sourcing and outsourcing; International logistics and trade documentation; Reverse logistics; Case studies of successful global supply chains; Future trends in logistics and SCM.	

Suggestive Readings:

Text Books:

1. Chopra, Sunil & Meindl, Peter – Supply Chain Management: Strategy, Planning, and Operation, Pearson Education
2. Bowersox, Donald J., Closs, David J., & Cooper, M. Bixby – Supply Chain Logistics Management, McGraw-Hill Education

Refrence Books:

1. Christopher, Martin – Logistics and Supply Chain Management, Pearson

2. Ballou, Ronald H. – Business Logistics/Supply Chain Management, Pearson Education
3. Rushton, Alan, Croucher, Phil & Baker, Peter – The Handbook of Logistics and Distribution Management, Kogan Page

Assessment

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO→ CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
DSE040CO1	3	1	1	0	1	0	1	1	2
DSE040CO2	3	1	1	1	1	0	1	1	2
DSE040CO3	3	3	1	1	2	0	0	2	2
DSE040CO4	2	3	1	1	2	1	1	2	2
DSE040CO5	2	3	2	1	3	3	3	2	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	**Bachelor of Business Administration**	**Semester**				
Course Name	**Leadership and Professional Development in LSCM**	**L**	**T**	**P**	**C**	**Course Type**
Course Code	**DSE041**	**3**	**0**	**0**	**3**	**DSE**

Course Objectives:

This course ensures that the students understand how:

1	To develop an understanding of **leadership concepts and styles** relevant to logistics and supply chain environments.
2	To enhance **professional skills** required for effective supply chain management roles.
3	To analyze **team dynamics, communication, and decision-making** in LSCM organizations.
4	To understand **ethical leadership, corporate governance, and sustainability** in supply chains.
5	To prepare students for **career growth and leadership challenges** in the logistics and supply chain sector.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
DSE041CO1	**Explain** leadership theories and their application in logistics and supply chain contexts.	L2
DSE041CO2	Illustrate professional communication, teamwork, and problem-solving skills in LSCM settings.	L2
DSE041CO3	Apply leadership challenges in managing global and complex supply chains.	L3
DSE041CO4	Analyze ethical, social, and sustainability issues in supply chain leadership.	L4
DSE041CO5	Evaluate professional development strategies for career advancement in LSCM.	L5

Syllabus:

Unit-1	**Foundations of Leadership in LSCM**
Meaning and importance of leadership, Leadership vs management, Classical and modern leadership theories, Leadership styles in logistics and supply chain organizations, Role of leaders in operational excellence	
Unit-2	**Professional Skills for Supply Chain Leaders**
Communication and interpersonal skills Negotiation and conflict management Decision-making and critical thinking Time management and productivity Emotional intelligence in leadership	
Unit-3	**Teamwork, Collaboration & Change Management**
Team dynamics and high-performance teams Cross-functional and cross-cultural teams Managing change in supply chains Stakeholder management Leadership during disruptions and crises	
Unit-4	**Ethics, Governance & Sustainability Leadership**
Ethical leadership and corporate governance Compliance and regulatory issues in supply chains Sustainable and responsible supply chain leadership Corporate social responsibility (CSR) Risk management and accountability	
Unit-5	**Career Development & Future Leadership Trends**
Career paths in logistics and supply chain management Professional development planning Leadership competencies for future supply chains Digital leadership and technology-driven change	

Lifelong learning and leadership adaptability

Suggestive Readings:

Text Books:

1. **John C. Maxwell**, *Developing the Leader Within You*, **HarperCollins Publishers**, USA.
2. **Peter G. Northouse**, *Leadership: Theory and Practice*, **SAGE Publications**, USA.

Refrence Books:

1. **Sunil Chopra**, *Supply Chain Management: Strategy, Planning, and Operation*, **Pearson Education**, USA.
2. **Daniel Goleman**, *Emotional Intelligence*, **Bantam Books**, USA.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO→ CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
DSE041CO1	3	1	1	2	0	1	1	1	2
DSE041CO2	1	2	3	3	1	1	1	1	2
DSE041CO3	2	3	2	3	2	1	3	2	2
DSE041CO4	1	2	1	1	1	3	2	1	2
DSE041CO5	1	2	2	2	1	1	1	1	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	**Bachelor of Business Administration**	**Semester**				
Course Name	**Global Supply Chain Management**	**L**	**T**	**P**	**C**	**Course Type**
Course Code	**DSE042**	**3**	**0**	**0**	**3**	**DSE**

Course Objectives:

This course ensures that the students understand how:

1	To provide a comprehensive understanding of **global supply chain concepts and structures.**
2	To examine the impact of **globalization, trade policies, and international logistics** on

	supply chains.
3	To develop analytical skills for **designing and managing global supply chain networks**.
4	To understand the role of **technology and digitalization** in global supply chain coordination.
5	To familiarize students with **risk management, sustainability, and ethical practices** in global supply chains.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
DSE042CO1	**Explain** the key concepts and components of global supply chain management.	L2
DSE042CO2	Illustrate global sourcing, production, and distribution strategies.	L2
DSE042CO3	Apply tools and techniques for planning and controlling global supply chain operations.	L3
DSE042CO4	Analyze risks, disruptions, and sustainability issues in global supply chains.	L4
DSE042CO5	Evaluate effective global supply chain strategies aligned with organizational goals.	L5

Syllabus:

Unit-1	**Introduction to Global Supply Chain Management**
Meaning, scope, and evolution of global supply chains Drivers of globalization and international trade Structure and participants of global supply chains Comparative advantage and global sourcing Challenges in managing global supply chains	
Unit-2	**Global Sourcing & Procurement**
Global procurement strategies Supplier selection and evaluation Make-or-buy decisions Outsourcing and offshoring Contract management and international purchasing	
Unit-3	**International Logistics & Distribution**
Global transportation modes and networks Incoterms and international documentation Warehousing and distribution centers Customs procedures and trade compliance Role of freight forwarders and 3PLs	
Unit-4	**Technology & Performance Management**
Global supply chain information systems	

ERP, SCM, blockchain, AI, and IoT applications Supply chain visibility and coordination Performance measurement and KPIs Collaboration and integration across borders	
Unit-5	**Risk Management, Sustainability & Future Trends**
Global supply chain risks and disruptions Resilience and continuity planning Sustainable and green supply chains Ethical sourcing and compliance Emerging trends and future global supply chain strategies	

Suggestive Readings:

Text Books:

1. **Sunil Chopra & Peter Meindl**, *Supply Chain Management: Strategy, Planning, and Operation*, **Pearson Education**, USA.
2. **John J. Coyle, C. John Langley Jr., Robert A. Novack & Brian J. Gibson**, *Supply Chain Management: A Logistics Perspective*, **Cengage Learning**, USA.

Refrence Books:

1. **Donald J. Bowersox, David J. Closs & M. Bixby Cooper**, *Supply Chain Logistics Management*, **McGraw-Hill Education**, USA.
2. **Martin Christopher**, *Logistics & Supply Chain Management*, **Pearson Education**, UK.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO→ CO↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
DSE042CO1	3	1	1	0	1	0	2	1	2
DSE042CO2	3	2	1	1	1	0	3	2	2
DSE042CO3	2	3	1	1	3	0	1	2	2

DSE042CO4	2	3	1	0	2	3	3	2	2
DSE042CO5	3	3	1	1	2	1	2	3	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	**Bachelor of Business Administration**	**Semester**				
Course Name	**Commercial Geography**	**L**	**T**	**P**	**C**	**Course Type**
Course Code	**DSE043**	**3**	**0**	**0**	**3**	**DSE**

Course Objectives:

This course ensures that the students understand how:

1	To introduce students to the **concepts and scope of commercial geography** and its relevance to trade and business.
2	To understand the **geographical factors influencing production, trade, and commerce.**
3	To analyze the **spatial distribution of natural resources and industries.**
4	To study **transportation, communication, and trade patterns** at national and global levels.
5	To develop awareness of **globalization, regional trade, and contemporary commercial issues.**

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
DSE043CO1	**Explain** fundamental concepts and principles of commercial geography.	L2
DSE043CO2	Illustrate the impact of geographical factors on economic and commercial activities.	L2
DSE043CO3	Apply major resource regions, industrial belts, and trade centers of the world.	L3
DSE043CO4	Analyze transportation networks and their role in trade and commerce.	L4
DSE043CO5	Evaluate global trade patterns and emerging trends in the world economy.	L5

Syllabus:

Unit-1	**Introduction to Commercial Geography**
Meaning, nature, and scope of commercial geography Relationship between geography and commerce Geographical factors affecting commerce Concept of economic regions Importance of commercial geography in business decision-making	
Unit-2	**Natural Resources & Commercial Activities**
Distribution of natural resources Agricultural resources and major crop regions Mineral resources: coal, iron ore, petroleum Energy resources and power generation Role of resources in industrial development	
Unit-3	**Industries & Industrial Regions**
Factors affecting location of industries Major industries: iron & steel, textiles, automobiles, chemicals Industrial regions of the world Industrial clusters and special economic zones Impact of industrialization on regional developmen	
Unit-4	**Transportation, Trade & Communication**

Role of transportation in commerce Modes of transport: road, rail, air, and sea Major international trade routes and ports Communication systems and global connectivity Logistics and distribution networks	
Unit-5	**World Trade & Contemporary Issues**
International trade patterns Major exporting and importing countries Trade blocs and regional economic groupings (EU, ASEAN, SAARC, BRICS) Globalization and world markets Contemporary issues: sustainability, climate change, digital trade	

Suggestive Readings:

Text Books:

1. **H.R. Sharma**, *Commercial Geography*, **Tata McGraw-Hill Publishing Company**, New Delhi.
2. **S. P. Chatterjee**, *Commercial Geography*, **Kalyani Publishers**, Ludhiana.

Refrence Books:

1. **R. N. Tiwari**, *Economic & Commercial Geography*, **Prayag Pustak Bhawan**, Allahabad.
2. **Majid Husain**, *Systematic Geography of the World*, **Rawat Publications**, Jaipur.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO→ CO↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
DSE043CO1	3	1	1	0	0	1	2	1	2
DSE043CO2	3	2	1	0	0	1	2	2	2
DSE043CO3	2	2	1	0	1	0	3	2	2
DSE043CO4	2	3	1	0	1	0	3	2	2
DSE043CO5	3	3	2	0	1	1	3	2	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester	

Course Name	E-Commerce: Business & Operations	L	T	P	C	Course Type
Course Code	DSE044	3	0	0	3	DSE

Course Objectives:

This course ensures that the students understand how:

1	To introduce students to the **fundamentals of e-commerce and digital business models**.
2	To understand **e-commerce operations**, including order fulfillment, payment systems, and customer service.
3	To analyze **technology infrastructure and platforms** supporting e-commerce.
4	To study **legal, ethical, and security issues** in online business.
5	To develop practical understanding of **strategies for managing and scaling e-commerce operations.**

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
DSE044CO1	**Explain** the key concepts, models, and processes of e-commerce businesses.	L2
DSE044CO2	Illustrate e-commerce operational strategies for online retail and services.	L2
DSE044CO3	Apply customer behavior, digital marketing, and supply chain integration in e-commerce.	L3
DSE044CO4	Analyze legal, security, and ethical challenges in e-commerce operations.	L4
DSE044CO5	Evaluate basic e-commerce business and operational frameworks.	L5

Syllabus:

Unit-1	Introduction to E-Commerce
Meaning, scope, and evolution of e-commerce Types of e-commerce: B2B, B2C, C2C, C2B Digital business ecosystem Advantages and limitations of e-commerce E-commerce trends and growth drivers	
Unit-2	**E-Commerce Business Models & Strategy**
E-commerce revenue models Online marketplaces and platforms Business strategy for e-commerce Omnichannel retailing Competitive advantage in digital markets	
Unit-3	**E-Commerce Operations & Supply Chain**
Order processing and fulfillment Inventory management and warehousing for e-commerce Logistics and last-mile delivery Reverse logistics and returns management Vendor and partner management	

Unit-4	**Technology, Payments & Security**
E-commerce platforms and architecture Electronic payment systems and gateways Mobile commerce (m-commerce) Cybersecurity, privacy, and data protection Fraud prevention and risk management	
Unit-5	**Legal, Marketing & Future Trends**
Legal framework for e-commerce (IT Act, consumer protection, taxation) Digital marketing and customer relationship management Social commerce and influencer marketing Ethics and sustainability in e-commerce Future trends: AI, blockchain, and automation	

Suggestive Readings:

Text Books:

1. **Kenneth C. Laudon & Carol Guercio Traver**, *E-Commerce: Business, Technology, Society*, **Pearson Education**, USA.
2. **Gary P. Schneider**, *Electronic Commerce*, **Cengage Learning**, USA.

Refrence Books:

1. **Dave Chaffey**, *Digital Business and E-Commerce Management*, **Pearson Education**, UK.
2. **Ravi Kalakota & Andrew B. Whinston**, *Electronic Commerce: A Manager's Guide*, **Pearson Education**, USA.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO→ CO ↓	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**
DSE044CO1	3	1	1	0	2	1	1	2	2
DSE044CO2	2	2	1	1	2	1	1	3	2
DSE044CO3	3	3	2	1	3	1	1	3	2
DSE044CO4	2	3	1	0	2	3	1	1	2
DSE044CO5	3	3	1	0	3	1	1	3	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

BUSINESS ANALYTICS

Program	Master of Business Administration	Semester				I
Course Name	Advanced Excel for Dashboarding, Forecasting, and Budgeting	L	T	P	C	Course Type
Course Code	DSE045	3	0	0	3	DSE

Course Objectives:

The course is designed to enable students to

1	Gain proficiency in advanced Excel tools for business analytics and decision-making.
2	Learn techniques for creating interactive dashboards to visualize business data.
3	Apply forecasting models using Excel for sales, demand, and financial planning.
4	Develop budgeting and variance analysis models for managerial decision-making.
5	Integrate Excel-based analysis into real-world business scenarios.

Course Outcomes:

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

CO	Outcome	Level
DSE045CO1	Demonstrate mastery of advanced Excel formulas, functions, and data tools.	L1
DSE045CO2	Understand dynamic dashboards for managerial reporting and decision-making.	L2
DSE045CO3	Apply statistical and forecasting techniques in Excel for predicting business outcomes.	L3
DSE045CO4	Prepare and analyze budgets with scenario and sensitivity analysis.	L4
DSE045CO5	Evaluate real-world business cases using Excel-based dashboards and financial models.	L5

Syllabus:

Unit-1	**Excel Foundations**	Contact Hours: 9
Introduction to Excel interface and workbook structure, Basic formatting, sorting, and filtering, Essential formulas: SUM, AVERAGE, MIN, MAX, IF, Lookup functions: VLOOKUP, HLOOKUP, INDEX-MATCH (step-by-step approach), Data validation and conditional formatting		
Unit-2	**Data Handling & Visualization**	Contact Hours: 9

• Cleaning data (remove duplicates, text-to-columns, find & replace) • PivotTables: summarizing and grouping data • Charts: bar, line, pie, combo charts • Sparklines and trendlines • Case Study: Monthly Sales Analys		
Unit-3	**Dashboard Design**	Contact Hours: 9
• Basics of dashboard design (clarity, simplicity, relevance) • Linking PivotTables and charts • Adding slicers and timelines for interactivity • Creating a single-sheet dashboard • Case Study: Sales Dashboard		
Unit-4	**Forecasting with Excel**	Contact Hours: 9
• Adding trendlines in charts • Moving averages (simple and weighted) • Forecast Sheet in Excel (step-by-step) • Case Study: Demand/Sales Forecasting		
Unit-5	**Budgeting & Business Applications**	Contact Hours: 9
• Preparing a simple sales budget and operating budget • Budget vs. actual comparison using variance analysis • Linking budget numbers with charts for visualization • Case Study: Annual Budget Report		

Suggestive Readings:

Text Book

- Data Analysis and Business Modelling Using Microsoft Excel – Manohar Hansa Lysander, PHI Learning Pvt. Ltd.

Reference Books:

1. Excel Dashboards and Reports for Dummies – Michael Alexander, Wiley India Pvt. Ltd.
2. Mastering Financial Modelling in Microsoft Excel – Alastair Day, Pearson Education
3. Microsoft Excel 2013 Data Analysis & Business Modeling – Wayne Winston, Pearson Education

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Traditional	Levels 1 to 5

Assignment/ Case Study/Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**
DSE046 CO1	2	2	1	0	3	0	0	1	2
DSE046 CO2	2	3	2	1	3	0	0	1	2
DSE046 CO3	2	3	1	0	3	0	0	2	2
DSE046 CO4	3	3	1	1	2	1	0	2	2
DSE046 CO5	3	3	2	1	3	1	1	2	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester				
Course Name	**Basic Econometrics**	**L**	**T**	**P**	**C**	**Course Type**
Course Code	**DSE046**	**3**	**0**	**0**	**3**	**DSE (Theory)**

Course Objectives:

The course is designed to enable students to

1	To introduce the basic concepts and role of econometrics in business and economics.
2	To provide students with practical skills to apply regression and correlation techniques using Excel/SPSS.
3	To develop the ability to test hypotheses and interpret statistical results.
4	To prepare students to use econometric models for simple forecasting and decision-making.
5	To encourage application of econometric tools through case studies in business and economics.

Course Outcomes:

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

CO	Outcome	Level
DSE046 CO1	Explain the role of econometrics in business decision-making.	L1
DSE046 CO2	Apply simple linear regression and correlation using Excel/SPSS.	L2
DSE046 CO3	Conduct hypothesis testing (t-test, F-test) in econometric models.	L3
DSE046 CO4	Interpret results of regression outputs and forecasting models.	L4
DSE046 CO5	Solve small case studies in marketing, finance, and economics using econometric tools.	L5

Syllabus:

Unit-1	Introduction to Econometrics	Contact Hours: 9
● Definition, scope, and importance of econometrics ● Difference between statistics and econometrics ● Applications in business and economics		
Unit-2	Data & Tools for Econometrics	Contact Hours: 9
● Types of data: cross-section, time series, panel ● Using Excel/SPSS for basic econometric analysis ● Descriptive statistics and correlation		
Unit-3	Simple Linear Regression	Contact Hours: 9
● Regression model: concept and estimation		

● Ordinary Least Squares (OLS) – assumptions and properties ● Hypothesis testing of regression coefficients (t, F test)		
Unit-4	Multiple Regression Basics	Contact Hours: 9
● Introduction to multiple regression ● Problems of multicollinearity, heteroskedasticity, autocorrelation (basic overview) ● Case Study: Sales forecasting using regression		
Unit-5	Applications & Case Studies	Contact Hours: 9
● Econometric models in marketing (demand analysis) ● Financial applications (stock returns & interest rates) ● Forecasting GDP growth with simple regression		

Suggestive Readings:

Text Book

Gujarati, D.N. & Porter, D. (Indian Edition). Basic Econometrics. McGraw Hill Education.

Reference Books:

1. Koutsoyiannis, A. Theory of Econometrics. Macmillan.
2. Dougherty, C. Introduction to Econometrics. Oxford University Press.
3. Maddala, G.S. Introduction to Econometrics. Wiley India.
4. Gujarati, D.N. Econometrics by Example. McGraw Hill/Palgrave.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Traditional	Levels 1 to 5
Assignment/ Case Study/Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
DSE046 CO1	3	2	1	0	1	0	1	1	2
DSE046 CO2	3	3	1	0	3	0	0	2	2
DSE046 CO3	2	3	1	0	3	0	0	2	2
DSE046 CO4	2	3	2	0	3	0	0	2	3

DSE046 CO5	3	3	2	1	2	0	1	2	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	**Bachelor of Business Administration**	**Semester**				
Course Name	**Structured Query Language (SQL)**	**L**	**T**	**P**	**C**	**Course Type**
Course Code	**DSE047**	**3**	**0**	**0**	**3**	**DSE**

Course Objectives:

The course is designed to enable students to

1	To introduce basic concepts of databases and SQL.
2	To provide hands-on skills to write basic SQL queries.
3	To enable data retrieval, filtering, and summary from business databases.
4	To help students apply SQL in business scenarios like sales, inventory, and CRM.
5	To develop confidence in using SQL with practical exercises.

Course Outcomes:

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

CO	Outcome	Level
DSE047CO1	Explain the role of databases and SQL in business systems	L1
DSE047CO2	Write SQL queries to retrieve and filter data	L2
DSE047CO3	Use SQL for basic data analysis (aggregation, sorting, joins)	L3
DSE047CO4	Apply SQL on case studies involving sales, inventory, and customer data	L4
DSE047CO5	Demonstrate SQL usage through hands-on practice with sample business datasets	L5

Syllabus:

Unit-1	Introduction to Databases & SQL	Contact Hours: 9
● What is a database? ● Relational databases in business ● Overview of SQL, Tables, Rows, and Columns		
Unit-2	Basic SQL Queries	Contact Hours: 9
● SELECT, FROM, WHERE ● Filtering, sorting, and aliases		
Unit-3	Data Aggregation & Grouping	Contact Hours: 9
● GROUP BY, HAVING ● Aggregate functions: COUNT, SUM, AVG, MAX, MIN		

Unit-4	Joins & Subqueries	Contact Hours: 9
• INNER JOIN, LEFT JOIN • Simple subqueries in WHERE clause		
Unit-5	Business Use Cases & Mini Project	Contact Hours: 9
• Customer segmentation • Sales summary • Product inventory case studies using sample datasets		

Suggestive Readings:

Text Book

Learning SQL, Alan Beaulieu, O'Reilly Media

Reference Books:

SQL in 10 Minutes, Ben Forta, Pearson

Head First SQL, Lynn Beighley, O'Reilly Media

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Traditional	Levels 1 to 5
Assignment/ Case Study/Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
DSE047CO1	3	2	1	0	2	1	1	1	2
DSE047CO2	2	3	1	0	3	0	0	2	2
DSE047CO3	2	3	1	0	3	0	0	2	2
DSE047CO4	3	3	1	1	3	1	1	2	2
DSE047CO4	3	3	2	1	3	1	0	2	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration (BBA)	Semester			
Course Name	**HR Analytics**	**L**	**T**	**P**	**C**
Course Code	**DSE048**	**3**	**0**	**0**	**3**

Course Objectives:

This course ensures that the students understand how:

1	To understand the concept, scope, and importance of HR Analytics in data-driven decision-making.
2	To analyze the various metrics and models used for measuring HR effectiveness and efficiency.
3	To comprehend the application of analytics in key HR functions like recruitment, training, and performance management.
4	To evaluate the role of predictive analytics and statistical tools in workforce planning and retention.
5	To develop skills in visualizing HR data and creating dashboards for strategic insights.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
DSE048CO1	Explain the fundamental concepts and frameworks of HR Analytics.	L2
DSE048CO2	Apply HR metrics to measure the efficiency of recruitment, training, and compensation.	L3
DSE048CO3	Analyze workforce data using descriptive and predictive analytics techniques.	L4
DSE048CO4	Evaluate the impact of HR interventions on business performance using ROI analysis.	L5
DSE048CO5	Create HR dashboards and reports to communicate insights to stakeholders.	L6

Syllabus:

Unit-1	
Introduction to HR Analytics: Definition, Evolution, and Importance of HR Analytics; Levels of Analytics (Descriptive, Diagnostic, Predictive, Prescriptive); The HR Analytics Value Chain; Challenges in HR Analytics.	
Unit-2	
HR Metrics and Measurement: Designing HR Metrics; Key Metrics for Recruitment (Time to Hire, Cost per Hire), Training (Training ROI), Performance (Performance Ratings), and Compensation (Compa-ratio); Benchmarking.	
Unit-3	
Functional HR Analytics: Workforce Planning Analytics (Supply and Demand Forecasting); Talent Acquisition Analytics; Learning and Development Analytics; Performance Management Analytics; Retention Analytics (Churn/Attrition Analysis).	
Unit-4	
Predictive Analytics in HR: Introduction to Predictive Modelling; Regression Analysis in HR; Predicting Employee Turnover; Predicting Performance; Correlation and Causation in HR Data.	
Unit-5	
Data Visualization and Reporting: Principles of Data Visualization; Creating HR Dashboards; Storytelling with Data; Ethical Issues in HR Analytics (Data Privacy, Bias); Future of HR Analytics (AI and Machine Learning).	

Suggestive Readings:

Text Books:

1. Bhattacharyya, Dipak Kumar, "HR Analytics: Understanding Theories and Applications", Wiley India.
2. Soundararajan, R., and Singh, K., "Winning on HR Analytics: Leveraging Data for Competitive Advantage", SAGE Publications.
3. Fitz-enz, Jac, "The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments", AMACOM.

Reference Books:

1. Pease, Gene, "Human Capital Analytics: How to Harness the Potential of Your Organization's Greatest Asset", Wiley.
2. Marr, Bernard, "Data-Driven HR: How to Use Analytics and Metrics to Drive Performance", Kogan Page.
3. Edwards, Martin R., and Edwards, Kirsten, "Predictive HR Analytics: Mastering the HR Metric", Kogan Page.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Traditional	Levels 1 to 5
Assignment/ Case Study/Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
DSE048CO1	3	2	1	0	2	1	0	1	2
DSE048CO2	3	3	1	1	3	1	0	2	2
DSE048CO3	2	3	1	1	3	0	0	2	2
DSE048CO4	3	3	1	1	2	1	0	2	2
DSE048CO5	2	2	3	1	3	0	0	2	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester				
Course Name	Marketing Analytics	L	T	P	C	Course Type
Course Code	DSE049	3	0	0	3	DSE

Course Objectives:

This course ensures that the students understand how:

1	To understand the role of marketing analytics in data-driven decision-making and strategy formulation.
2	To analyze customer data to derive insights for segmentation, targeting, and positioning.
3	To comprehend the metrics and models used for measuring marketing performance and ROI.
4	To evaluate the effectiveness of digital marketing campaigns using web and social media analytics.
5	To examine predictive modeling techniques for sales forecasting and customer lifetime value estimation.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
DSE049CO1	Explain the fundamental concepts and tools of marketing analytics.	L2
DSE049CO2	Apply statistical techniques to segment markets and profile customers effectively.	L3
DSE049CO3	Analyze marketing mix effectiveness using regression and attribution modeling.	L4
DSE049CO4	Evaluate customer value and churn risk using predictive analytics models.	L5
DSE049CO5	Create a marketing dashboard to visualize key performance indicators and insights.	L6

Syllabus:

Unit-1	
Introduction to Marketing Analytics: Definition, Evolution, and Importance; Data Sources for Marketing (Internal, External, Digital); The Marketing Analytics Process (Data Collection, Cleaning, Analysis, Visualization); Role of Analytics in Marketing Strategy.	
Unit-2	

Customer Analytics: Customer Segmentation (Cluster Analysis); Customer Profiling; Recency, Frequency, Monetary (RFM) Analysis; Customer Lifetime Value (CLV) Calculation; Churn Prediction Models.	
Unit-3	
Product & Pricing Analytics: New Product Forecasting (Conjoint Analysis); Product Positioning (Perceptual Mapping); Pricing Analytics: Price Elasticity, Optimization, and Revenue Management; Market Basket Analysis (Association Rules).	
Unit-4	
Advertising & Digital Analytics: Measuring Advertising Effectiveness; Media Mix Modeling; Attribution Modeling (First-touch, Last-touch, Multi-touch); Web Analytics (Google Analytics key metrics); Social Media Sentiment Analysis.	
Unit-5	
Sales & Predictive Analytics: Sales Forecasting Methods (Time Series, Regression); Predictive Analytics in Marketing; A/B Testing for Marketing Optimization; Marketing Dashboards and Visualization; Future Trends in Marketing Analytics (AI/ML).	

Suggestive Readings:

Text Books:

1. Winston, Wayne L., "Marketing Analytics: Data-Driven Techniques with Microsoft Excel", Wiley.
2. Venkatesan, Rajkumar, Farris, Paul, and Wilcox, Ronald T., "Cutting Edge Marketing Analytics", Pearson Education.
3. Grigsby, Mike, "Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques", Kogan Page.

Reference Books:

1. Jeffery, Mark, "Data-Driven Marketing: The 15 Metrics Everyone in Marketing Should Know", Wiley.
2. Hemann, Chuck, and Burbary, Ken, "Digital Marketing Analytics", Pearson.
3. Lilien, Gary L., and Rangaswamy, Arvind, "Marketing Engineering", Trafford Publishing.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**
DSE049CO1	3	1	1	0	2	0	1	1	2
DSE049CO2	2	3	1	0	3	0	1	2	2
DSE049CO3	2	3	1	0	3	0	1	2	2
DSE049CO4	2	3	1	0	3	0	1	2	3
DSE049CO5	2	3	1	0	3	0	1	2	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester			
Course Name	Statistics Using R	L	T	P	C
Course Code	DSE050	3	0	0	3

Course Objectives:

The course is designed to enable students to

1	To introduce the basics of statistics through R programming.
2	To develop skills in using R for data summarization and visualization.
3	To enable students to perform basic probability and hypothesis testing.
4	To understand correlation and regression in business data analysis.
5	To apply statistical analysis using real-world business datasets.

Course Outcomes:

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

CO	Outcome	Level
DSE050CO1	Explain statistical concepts using R	L1
DSE050CO2	Perform descriptive statistics and visualization	L2
DSE050CO3	Apply hypothesis tests using R	L3
DSE050CO4	Analyze relationships through correlation and regression	L4
DSE050CO5	Interpret and present statistical results	L5

Syllabus:

Unit-1	Introduction to R and Data Types	Contact Hours: 9
• Installing R & RStudio • Basic R syntax • Vectors, matrices, data frames, lists		
Unit-2	Descriptive Statistics	Contact Hours: 9
• Mean, Median, Mode • Variance, Standard Deviation • Using summary() in R		
Unit-3	Data Visualization	Contact Hours: 9
• Histograms, Bar charts • Boxplots, Scatterplots • ggplot2 basics		

Unit-4	Probability and Hypothesis Testing	Contact Hours: 9
• Probability functions • t-tests, Chi-square tests • Confidence intervals		
Unit-5	Correlation and Regression	Contact Hours: 9
• Correlation coefficient • Simple Linear Regression • Interpreting output in R		

Suggestive Readings:

Text Book

1. Hands-On Programming with R, https://rstudio-education.github.io/hopr/, O'Reilly
2. OpenIntro Statistics, Diez, Barr, Çetinkaya-Rundel
3. R for Data Science, https://r4ds.hadley.nz/, O'Reilly

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Traditional	Levels 1 to 5
Assignment/ Case Study/Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
DSE050CO1	3	1	1	0	2	0	0	1	2
DSE050CO2	2	3	1	0	3	0	0	1	2
DSE050CO3	3	3	1	0	3	0	0	1	3
DSE050CO4	3	3	1	0	3	0	0	2	3
DSE050CO5	2	3	3	1	2	0	0	2	3

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Bachelor of Business Administration	Semester				
Course Name	Statistics using Python	L	T	P	C	Course Type
Course Code	DSE051	3	0	0	3	DSE

Course Objectives:

The course is designed to enable students to

1	To introduce the use of Python in basic statistical analysis.
2	To enable students to use Python libraries for data manipulation and visualization.
3	To apply descriptive and inferential statistics using Python.
4	To perform basic probability distributions and hypothesis testing.
5	To interpret statistical results using real business data.

Course Outcomes:

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

CO	Outcome	Level
DSE051CO1	Explain key statistical concepts using Python	L1
DSE051CO2	Perform descriptive analysis using Python libraries	L2
DSE051CO3	Apply hypothesis testing on datasets	L3
DSE051CO4	Use Python to conduct correlation and simple regression	L4
DSE051CO5	Interpret results and create basic reports	L5

Syllabus:

Unit-1	Introduction to Python and Data Types	Contact Hours: 9
● Installing Python, Jupyter, and Anaconda ● Basic syntax, lists, dictionaries ● Importing libraries: NumPy, pandas		
Unit-2	Descriptive Statistics	Contact Hours: 9
● Measures of central tendency and dispersion ● Summarizing data with pandas ● Using describe(), value_counts()		
Unit-3	Data Visualization	Contact Hours: 9
● Histograms, bar charts, boxplots ● Matplotlib and Seaborn basics ● Plotting distributions and trends		

Unit-4	Probability and Hypothesis Testing	Contact Hours: 9
• Random module and simulations • t-tests, z-tests, chi-square using SciPy • Confidence intervals		
Unit-5	Correlation and Regression	Contact Hours: 9
• Scatter plots and correlation matrix • Simple linear regression using statsmodels • Interpreting regression output		

Suggestive Readings:

Text Book

1. Think Stats, Allen B. Downey, https://greenteapress.com/wp/think-stats/
2. Python for Data Analysis, Wes McKinney, https://wesmckinney.com/book/
3. Python Data Science Handbook, Jake Vander, https://jakevdp.github.io/PythonDataScienceHandbook/

Suggested Course

Intro to Stats in Python, Univ. of Michigan, https://www.coursera.org/specializations/statistics-with-python

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Traditional	Levels 1 to 5
Assignment/ Case Study/Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
DSE051CO1	3	2	1	0	2	0	0	1	2
DSE051CO2	3	3	1	0	3	0	0	2	2
DSE051CO3	3	3	1	0	2	0	0	2	2
DSE051CO4	3	3	1	0	3	0	0	2	2
DSE051CO5	3	3	3	1	3	0	0	2	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester				
Course Name	Business Intelligence Tools – Power BI & Tableau	L	T	P	C	Course Type
Course Code	DSE052	3	0	0	3	DSE

Course Objectives:

The course is designed to enable students to

1	To introduce the concepts and applications of business intelligence (BI).
2	To build basic dashboards using Power BI and Tableau.
3	To use BI tools to summarize and visualize business data.
4	To understand data connections, transformations, and visual storytelling.
5	To enable students to apply BI tools to real business problems.

Course Outcomes:

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

CO	Outcome	Level
DSE052CO1	Explain basic concepts and importance of business intelligence	L1
DSE052CO2	Explain basic concepts and importance of business intelligence	L2
DSE052CO3	Perform data cleaning and transformation in BI tools	L3
DSE052CO4	Build basic business visualizations and KPI charts	L4
DSE052CO5	Interpret and communicate insights using BI tools	L5

Syllabus:

Unit-1	Introduction to Business Intelligence (BI)	Contact Hours: 9
● Concepts of BI and data-driven decision-making ● Difference between BI and traditional reporting ● Use cases and benefits of BI tools in business		
Unit-2	Getting Started with Power BI	Contact Hours: 9
● Installing Power BI Desktop ● Data connections (Excel, CSV) ● Basic transformation with Power Query		
Unit-3	Creating Visuals and Dashboards in Power BI	Contact Hours: 9
● Charts: bar, pie, line, card ● Filters and slicers		

• Publishing and sharing dashboards		
Unit-4	Tableau for Business Users	Contact Hours: 9
• Tableau interface and data connection • Creating worksheets and dashboards • Simple calculated fields and filters		
Unit-5	Case Study and Dashboard Project	Contact Hours: 9
• BI case from retail/finance/HR domain • Comparison of Power BI vs Tableau • Mini project and class presentation		

Suggestive Readings:

Text Book and Resources

1. Tableau Free Training Videos, Tableau, Official Tutorials,
2. Power BI Documentation, Microsoft, Free Docs,
3. Makeover Monday Dataset Library, Community, Open Dataset,
4. *Introducing Microsoft Power BI,* Microsoft Press,

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Traditional	Levels 1 to 5
Assignment/ Case Study/Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
DSE052CO1	3	2	1	0	2	1	1	2	2
DSE052CO2	3	2	1	0	2	1	1	2	2
DSE052CO3	2	3	1	0	3	1	0	2	2
DSE052CO4	2	3	2	1	3	1	0	2	2
DSE052CO5	3	3	3	1	3	2	1	2	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester				
Course Name	Time Series Analysis and Forecasting	L	T	P	C	Course Type
Course Code	DSE053	3	0	0	3	DSE

Course Objectives:

The course is designed to enable students to

1	To introduce students to the basic concepts of time series data.
2	To apply techniques for analyzing trends, seasonality, and cyclicity.
3	To learn forecasting models using spreadsheet and programming tools.
4	To evaluate the accuracy of forecasting models.
5	To develop the ability to apply time series analysis in real business problems.

Course Outcomes:

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

CO	Outcome	Level
DSE053 CO1	Understand and explain components of time series data	L1
DSE053 CO2	Apply smoothing and decomposition techniques	L2
DSE053 CO3	Use spreadsheet tools and R/Python to forecast future values	L3
DSE053 CO4	Evaluate model performance using accuracy metrics	L4
DSE053 CO5	Apply time series models to business cases	L5

Syllabus:

Unit-1	Introduction to Time Series	Contact Hours: 9
● Nature and scope of time series data ● Applications in economics, finance, HR, and operations ● Components of time series: trend, seasonality, cyclic, irregular		
Unit-2	Graphical Representation and Smoothing Techniques	Contact Hours: 9
● Line plots, seasonal plots ● Moving average smoothing ● Exponential smoothing		
Unit-3	Forecasting Using Decomposition	Contact Hours: 9
● Additive and multiplicative models		

• Trend and seasonal adjustment • Using Excel or R for decomposition		
Unit-4	Forecasting Models and Accuracy	Contact Hours: 9
• Naïve, average, drift models • Forecast error measures (MAE, RMSE, MAPE) • Cross-validation basics		
Unit-5	Case Study and Application Project	Contact Hours: 9
• Apply models to retail/finance/production data • Forecast and interpret results • Mini project and presentation		

Suggestive Readings:

Text Book

1. Forecasting: Principles and Practice, Rob J. Hyndman & George Athanasopoulos, Free Open Book.
2. Introduction to Time Series Forecasting, Jason Brownlee (Free chapters), Practical Guide,
3. Time Series Data in R, RStudio Tutorials, Online Guide,
4. OpenIntro Statistics, Diez, Çetinkaya-Rundel, Background Stats,

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Traditional	Levels 1 to 5
Assignment/ Case Study/Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
DSE053 CO1	3	2	1	0	1	0	0	1	2
DSE053 CO2	3	3	1	0	2	0	0	2	2
DSE053 CO3	2	3	1	0	3	0	0	2	3
DSE053 CO4	2	3	1	0	3	0	0	2	3
DSE053 CO5	3	3	1	1	3	0	1	3	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester				
Course Name	**Predictive Analytics**	**L**	**T**	**P**	**C**	**Course Type**
Course Code	**BBADSE054**	**3**	**0**	**0**	**3**	**DSE**

Course Objectives:

The course is designed to enable students to

1	To introduce the principles of predictive analytics and its relevance in business.
2	To understand and apply basic predictive models using spreadsheets and tools.
3	To develop skills in exploring patterns and relationships in historical data.
4	To evaluate model performance using key metrics.
5	To apply predictive techniques to solve real-world problems in marketing, HR, and finance.

Course Outcomes:

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

CO	Outcome	Level
DSE054 CO1	Understand the fundamentals of predictive analytics	L1
DSE054 CO2	Apply basic predictive techniques using spreadsheet tools	L2
DSE054 CO3	Build and interpret linear models for prediction	L3
DSE054 CO4	Evaluate model accuracy using appropriate metrics	L4
DSE054 CO5	Solve business cases using predictive analytics	L5

Syllabus:

Unit-1	Introduction to Predictive Analytics	Contact Hours: 9
● Role and importance in business ● Difference between descriptive, predictive, and prescriptive analytics ● Types of predictive models		
Unit-2	Data Preparation and Exploration	Contact Hours: 9
● Data cleaning, missing values ● Correlation and exploratory data analysis ● Visualizing data using Excel or Power BI		
Unit-3	Regression-Based Prediction	Contact Hours: 9
● Simple linear regression ● Multiple linear regression basics ● Interpreting coefficients and R^2		
Unit-4	Classification Basics	Contact Hours: 9
● Logistic regression fundamentals ● Confusion matrix and accuracy ● Use cases in business (churn, loan default)		

Unit-5	Application Project	Contact Hours: 9
• Mini project using Excel or R/Python (basic) • Report and interpretation • Case-based presentation		

Suggestive Readings:

Text Book

1. Think Stats, Allen B. Downey, Open Book,
2. Forecasting: Principles & Practice, Hyndman & Athanasopoulos, Open Book,
3. Data Science Handbook, Jake VanderPlas, Open Book,

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Traditional	Levels 1 to 5
Assignment/ Case Study/Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
DSE054 CO1	3	2	1	0	1	0	0	1	2
DSE054 CO2	3	3	1	0	3	0	0	2	2
DSE054 CO3	3	3	1	0	3	0	0	2	2
DSE054 CO4	2	3	1	0	3	0	0	2	2
DSE054 CO5	3	3	2	1	3	1	1	3	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Financial Technology

Program	Bachelor of Business Administration	Semester				
Course Name	Blockchain and Applications	L	T	P	C	Course Type
Course Code	DSE055	3	0	0	3	DSE

Course Objectives:

The course is designed to enable students to

1	Understand the fundamentals of blockchain technology, distributed ledgers, and smart contracts.
2	Explore the evolution of cryptocurrencies, tokens, ICOs/STOs, and associated legal frameworks.
3	Examine enterprise and financial applications of blockchain across industries such as banking, healthcare etc.
4	Analyze the challenges, limitations, and future outlook of blockchain, including scalability, interoperability, and sustainability.
5	Implement tools and platforms through practical case studies in payments and digital wallets.

Course Outcomes:

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

CO	Outcome	Level
DSE055 CO1	Describe the concepts of distributed ledgers, block structures, and smart contracts.	L1
DSE055 CO2	Interpret cryptocurrencies, tokens, NFTs, and blockchain-based fundraising mechanisms.	L2
DSE055 CO3	Assess blockchain applications in banking, supply chain, healthcare, identity management, and real estate.	L3
DSE055 CO4	Analyze key challenges of blockchain for future opportunities.	L4
DSE055 CO5	Solve real-world use cases with the help of relevant tools.	L5

Syllabus:

Unit-1	Fundamentals of Blockchain Technology	Contact Hours: 9
• Concept of distributed ledger and decentralization • Structure of blocks and hash functions • Public vs private vs consortium blockchains • Smart contracts – definition, structure, use cases • Advantages & limitations of blockchain		
Unit-2	Cryptocurrencies and Tokens	Contact Hours: 9

- Evolution of digital currencies
- Bitcoin, Ethereum, Ripple – architecture and applications
- Stablecoins, utility tokens, security tokens
- ICOs, IEOs, STOs – fundraising mechanisms
- NFT (Non-Fungible Tokens) – concept and applications
- Legal and regulatory issues in cryptocurrencies

Unit-3	Enterprise & Financial Applications	Contact Hours: 9

• Supply chain & trade finance
• Healthcare, insurance, real estate
• Identity & property records
• Adoption challenges
• **Banking & Payments:** cross-border payments, KYC, smart contracts, CBDCs

Unit-4	**Challenges and Future of Blockchain**	Contact Hours: 9

- Scalability, interoperability, and latency issues
- Energy consumption and environmental concerns
- Integration of blockchain with AI and IoT
- Challenges, Future outlook and career opportunities in blockchain

Unit-5	**Tools and Applied Case Studies**	Contact Hours: 9

- **Tools for Analysis & Visualization**:
  - MS Excel for transaction/ledger simulation
- **Use Cases & Applications**:
  - Digital wallets & mobile payments
  - UPI-based payment ecosystem in India
  - Practical use of Ethereum (Remix IDE, MetaMask) for smart contracts

Suggestive Readings:

Textbooks

1. Daniel Drescher – *Blockchain Basics: A Non-Technical Introduction* (Apress, 2017)
2. Imran Bashir – *Mastering Blockchain* (Packt, 2020) *(selected chapters only)*

References

1. Don Tapscott & Alex Tapscott – *Blockchain Revolution* (Portfolio, 2018)
2. Campbell R. Harvey et al. – *DeFi and the Future of Finance* (Wiley, 2021)

Assessment

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5

Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Mapping

Program Outcomes → Course Outcomes ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
DSE055 CO1	3	2	1	0	2	0	0	2	2
DSE055 CO2	3	3	2	0	3	0	1	2	2
DSE055 CO3	3	3	2	1	3	1	2	3	2
DSE055 CO4	2	3	1	1	3	1	2	2	3
DSE055 CO5	3	3	2	1	3	1	2	3	3

Program	Bachelor of Business Administration	Semester				
Course Name	Global Financial Markets and Products	L	T	P	C	Course Type
Course Code	DSE056	3	0	0	3	DSE

Course Objectives:

The course is designed to enable students to

1	Provide foundational knowledge of global financial systems, markets, institutions, and intermediaries.
2	Familiarize students with various financial instruments, including equity, bonds, derivatives, and mutual funds.
3	Examine the functioning of international markets, cross-border investments, and the impact of globalization on financial integration.
4	Analyze risks, regulations, and the role of global institutions in financial stability.
5	Develop practical skills using tools like Excel to model bond pricing, option payoffs, exchange rate risks, and portfolio analysis.

Course Outcomes:

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

CO	Outcome	Level
DSE056 CO1	Describe the structure of global financial markets, their participants, and the role of key institutions.	L1
DSE056 CO2	Compare and evaluate financial instruments such as equity, debt, derivatives, ETFs, REITs, and mutual funds.	L2
DSE056 CO3	Assess the operations of international stock, commodity, and futures markets.	L3
DSE056 CO4	Categorize risks and evaluate regulatory mechanisms, digital assets, and the role of global financial institutions.	L4
DSE056 CO5	Test Excel-based tools to compute bond pricing, option payoffs, exchange rate risk, and portfolio risk-return analysis.	L5

Syllabus:

Unit-1	Introduction to Financial Markets	Contact Hours: 9

- Overview of global financial systems and structure
- Money market, capital market, and foreign exchange market
- Primary vs secondary markets and their functions
- Key institutions: central banks, stock exchanges, regulatory bodies
- Role of financial intermediaries in global finance

Unit-2	Financial Instruments	Contact Hours: 9

• Equity shares, preference shares, and bonds • Overview of derivatives: forwards, futures, options, swaps • ETFs, REITs, and mutual funds • Hybrid and structured financial products • Risk-return characteristics of different instruments		
Unit-3	International Markets	Contact Hours: 9
• Global stock exchanges – NYSE, NASDAQ, LSE, TSE • Commodities and futures markets • Cross-border investments and capital flows • Impact of globalization on financial integration		
Unit-4	FinTech **Risks and Regulations**	Contact Hours: 9
• Electronic trading platforms and digital exchanges • Market risks, systemic risks, contagion effect • Credit rating agencies and global risk assessment • Tokenization of assets and digital securities • Cross-border remittance innovations • Role of IMF and World Bank in financial stability		
Unit-5	**Tools and Applied Case Studies**	Contact Hours: 9
• Bond pricing & YTM using Excel • Exchange rate risk modeling using Excel • Option payoff modeling using Excel • Portfolio risk-return analysis		

Suggestive Readings:

Textbooks

1. Frank J. Fabozzi – *Foundations of Financial Markets and Institutions* (Pearson, 2015)
2. Frederic S. Mishkin & Stanley Eakins – *Financial Markets and Institutions* (Pearson, 2018)

References

1. Jeff Madura – *International Financial Management* (Cengage, 2020)
2. Frederic S. Mishkin – *The Economics of Money, Banking, and Financial Markets* (Pearson, 2019)

Assessment

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Mapping

Program Outcomes → Course Outcomes ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
DSE056 CO1	3	2	1	0	1	1	3	1	2
DSE056 CO2	3	3	1	0	3	1	2	2	2
DSE056 CO3	3	3	1	0	2	1	2	2	2
DSE056 CO4	3	3	1	0	2	2	3	2	2
DSE056 CO5	3	3	1	0	3	0	1	2	2

1. **1 = Low**, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester	

Course Name	Financial Risk Analytics	L	T	P	C	Course Type
Course Code	DSE057	3	0	0	3	DSE

Course Objectives:

The course is designed to enable students to

1	Provide foundational knowledge of financial risks, their types, and principles of risk management.
2	Introduce quantitative techniques and models for measuring and analyzing financial risks.
3	Examine credit and market risk analytics, including portfolio modeling, asset-liability management, and hedging.
4	Analyze emerging risks such as cybersecurity, ESG, digital assets, and evaluate RegTech solutions.
5	Develop practical skills in applying tools for risk measurement, stress testing, and decision-making.

Course Outcomes:

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

CO	Outcome	Level
DSE057 CO1	Explain the concept of financial risks, types of risks, and principles of risk-return trade-off and diversification.	L1
DSE057 CO2	Comment on quantitative tools to measure and analyze financial risks.	L2
DSE057 CO3	Determine credit and market risks using PD, EAD, volatility modeling, and hedging strategies.	L3
DSE057 CO4	Analyze emerging risks including cybersecurity, ESG, and crypto-assets, and assess the role of RegTech in managing them.	L4
DSE057 CO5	Construct and interpret risk analytics models using Excel to simulate VaR, and portfolio losses.	L5,L6

Syllabus:

Unit-1	Fundamentals of Risk in Finance	Contact Hours: 9
• Concept of risk and uncertainty in financial decision-making • Types of risks: market, credit, liquidity, operational, systemic • Risk-return trade-off and portfolio diversification • Principles of financial risk management • Technology-enabled approaches to risk measurement		
Unit-2	Quantitative Techniques in Risk Analytics	Contact Hours: 9

• Statistical tools for measuring financial risks • Value at Risk (VaR): historical, parametric, Monte Carlo methods • Stress testing and scenario analysis • Risk-adjusted performance measures: Sharpe, Treynor, Jensen indices • Sensitivity and duration analysis		
Unit-3	Credit & Market Risk Analytics	Contact Hours: 9
• Fundamentals of credit risk and use pf AI/ML • Probability of default (PD), exposure at default (EAD) • Portfolio credit risk Modeling • Market risks: interest rate & volatility • Portfolio risk modeling, asset-liability management, hedging techniques		
Unit-4	Emerging Risks & Future of Risk Analytics	Contact Hours: 9
• Cybersecurity and digital fraud risks • Climate change and ESG risks in financial institutions • RegTech applications in compliance and monitoring • Risks from cryptocurrencies and digital assets • Future trends in AI-powered risk management		
Unit-5	**Tools and Applied Case Studies**	Contact Hours: 9
• Value at Risk (VaR) for a stock portfolio through historical simulation using excel • **Scenario analysis in Excel** to model stress conditions like the 2008 financial crisis. • Measure and compare portfolio/bank losses under normal vs. stressed conditions. • **Tableau dashboard** to visualize VaR and stress test outcomes for decision-making.		

Suggestive Readings:

Textbooks

1. John C. Hull – *Risk Management and Financial Institutions* (Wiley, 2018)
2. Carol Alexander – *Market Risk Analysis, Vol I: Quantitative Methods* (Wiley, 2009)

References

1. Philippe Jorion – *Value at Risk* (McGraw Hill, 2006)
2. Kevin Dowd – *Measuring Market Risk* (Wiley, 2005)

Assessment

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/	☑		10			Group	Levels 1 to 5

Case Study/ Project							
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Mapping

Program Outcomes → Course Outcomes ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
DSE057 CO1	3	2	1	0	1	1	1	2	2
DSE057 CO2	3	3	1	0	3	1	1	2	2
DSE057 CO3	3	3	1	0	3	1	1	2	2
DSE057 CO4	3	3	1	0	3	2	2	2	2
DSE057 CO5	3	3	1	0	3	1	1	2	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Bachelor of Business Administration	Semester				
Course Name	Technology Disruptions in FinTech	L	T	P	C	Course Type
Course Code	DSE058	3	0	0	3	DSE

Course Objectives:

The course is designed to enable students to

1	Provide an understanding of digital transformation in financial services and its impact on business models.
2	Explore the use Artificial Intelligence and Machine Learning in FinTech innovations.
3	Examine blockchain-based disruptions such as DeFi, tokenization, and NFTs in global finance.
4	Analyze the role of emerging technologies (IoT, quantum computing, AR/VR, cybersecurity) in shaping FinTech ecosystems.
5	Develop practical insights through applied case studies and evaluate future scenarios.

Course Outcomes:

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

CO	Outcome	Level
DSE058 CO1	Explain the role of digital transformation, APIs, cloud computing, and RPA in reshaping financial services.	L1
DSE058 CO2	Discuss AI and ML usage for fraud detection, robo-advisory, chatbots, and personalized financial services.	L2
DSE058 CO3	Analyze blockchain-based disruptions including DeFi, tokenization, smart contracts, NFTs, and cross-border finance.	L3
DSE058 CO4	Evaluate the potential of emerging technologies (IoT, quantum, AR/VR, cybersecurity, biometrics) in FinTech ecosystems.	L4,L5
DSE058 CO5	Demonstrate applied understanding through case studies and critically assess future disruptions.	L6

Syllabus:

Unit-1	Digital Transformation in Financial Services	Contact Hours: 9

- Role of digitalization in financial sector evolution
- Cloud computing and its applications in finance
- APIs and the rise of Open Banking
- Big Data analytics and financial decision-making
- Robotic Process Automation (RPA) in banking and insurance
- Case studies of digital-first financial institutions

Unit-2	Artificial Intelligence in FinTech	Contact Hours: 9

- Machine Learning algorithms in fraud detection and credit scoring
- AI-powered robo-advisors and investment management
- Chatbots and conversational banking
- Predictive analytics for customer insights
- AI in personalized financial services
- Ethical and transparency concerns with AI in finance

Unit-3	**Blockchain Disruptions**	**Contact Hours: 9**

- Blockchain in banking and payments
- Decentralized Finance (DeFi) applications
- Tokenization of assets and smart contracts
- NFTs and digital asset marketplaces
- Role of blockchain in cross-border trade finance
- Case studies of blockchain adoption in financial services

Unit-4	**Emerging Technologies in FinTech**	**Contact Hours: 9**

- Internet of Things (IoT) and telematics in financial services
- Quantum computing applications in cryptography and finance
- Augmented and Virtual Reality in customer experience
- Cybersecurity technologies in FinTech
- Digital identity and biometric authentication
- Future-ready digital ecosystems

Unit-5	**Case Studies and Future Outlook**	**Contact Hours: 9**

- API demonstration using Postman for Open Banking.
- Case study: AI-powered HDFC EVA chatbot.
- Case study: Aadhaar-enabled blockchain identity management.
- Future scenarios: Web 3.0, Metaverse, CBDCs

Suggestive Readings:

Textbooks

1. Susanne Chishti & Janos Barberis – *The RegTech Book* (Wiley, 2018)
2. Bernardo Nicoletti – *The Future of FinTech* (Palgrave, 2021)

References

1. Pranay Gupta & Mandy Tham – *FinTech: The New DNA of Financial Services* (De Gruyter, 2018)
2. David Shrier – *Basic Blockchain* (MIT Connection Science, 2018)

Assessment

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Mapping

Program Outcomes → Course Outcomes ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
DSE058 CO1	3	2	1	0	3	0	1	2	2
DSE058 CO2	3	3	2	0	3	1	1	2	2
DSE058 CO3	3	3	2	0	3	1	2	3	2
DSE058 CO4	3	3	2	0	3	1	2	3	2
DSE058 CO5	3	3	3	1	3	1	2	3	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester				
Course Name	Entrepreneurship in FinTech	L	T	P	C	Course Type
Course Code	DSE059	3	0	0	3	DSE

Course Objectives:

The course is designed to enable students to

1	Provide an overview of the FinTech entrepreneurial landscape in India and globally, highlighting trends and opportunities.
2	Familiarize students with various FinTech business models and revenue-generation strategies.
3	Develop knowledge of innovation, product design, and regulatory sandboxes in FinTech startups.
4	Analyze challenges and risks faced by FinTech entrepreneurs, including funding, compliance, and cybersecurity.
5	Equip students with practical tools to design business models, prepare pitch decks, and study real-world FinTech success stories.

Course Outcomes:

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

CO	Outcome	Level
DSE059 CO1	Explain the dynamics of FinTech entrepreneurship, startup ecosystems, and funding trends in India and globally.	L1
DSE059 CO2	Compare and evaluate FinTech business models (B2B, B2C, platform-based) and their revenue streams.	L2
DSE059 CO3	Apply innovation frameworks and assess customer-centric product development in FinTech.	L3
DSE059 CO4	Analyze key challenges of FinTech entrepreneurship including funding, compliance, competition, and cybersecurity risks.	L4
DSE059 CO5	Design a FinTech startup model using tools like Business Model Canvas and simulate pitch decks/funding exercises.	L6

Syllabus:

Unit-1	**Entrepreneurial Landscape in FinTech**	Contact Hours: 9

- Understanding entrepreneurship in financial technology
- Overview of global and Indian FinTech startup ecosystem
- Role of incubators, accelerators, and venture capital in FinTech
- Global trends in venture funding for FinTechs
- Impact of DeFi, CBDCs, and Web 3.0 on entrepreneurship
- Future outlook for FinTech entrepreneurship in India and abroad

Unit-2	**Business Models in FinTech**	Contact Hours: 9
• B2B vs B2C vs B2B2C models in FinTech • Transaction-based, subscription, and platform models • Open banking and API economy business opportunities • Digital marketplaces and ecosystem-based models • Revenue models in payments, lending, and insurance platforms • Case studies of innovative FinTech business models		
Unit-3	**Innovation and Product Development**	Contact Hours: 9
• Ideation to Minimum Viable Product (MVP) in FinTech • Agile development and design thinking in product innovation • User-centered design in digital financial products • Importance of customer feedback and iteration • Regulatory sandboxes and testing new innovations • Examples of breakthrough FinTech innovations		
Unit-4	**Challenges and Risks in FinTech Entrepreneurship**	Contact Hours: 9
• Funding challenges and investor expectations • Legal and regulatory compliance issues • Risk of data security breaches and cyber frauds • Market competition and scalability hurdles • Talent acquisition and retention challenges • Case studies of failed FinTech startups and lessons learne		
Unit-5	**Tools and Applied Case Studies**	Contact Hours: 9
• Case studies of global leaders in FinTech entrepreneurship • Razorpay's journey as a digital payments gateway. • PhonePe's success in UPI ecosystem. • Exercise: Pitch deck and startup funding simulation using Canva/MS Power Point • Application of Business Model Canvas to design FinTech startups.		

Suggestive Readings:

Textbooks

1. Donald F. Kuratko – *Entrepreneurship: Theory, Process and Practice* (Cengage, 2020)
2. Eric Ries – *The Lean Startup* (Crown Business, 2011)

References

1. Peter Thiel – *Zero to One* (Crown, 2014)
2. Susanne Chishti & Thomas Puschmann – *The WEALTHTECH Book* (Wiley, 2019)

Assessment

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Mapping

Program Outcomes → Course Outcomes ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
DSE059 CO1	3	2	1	0	1	1	2	3	2
DSE059 CO2	3	3	1	0	2	1	2	3	2
DSE059 CO3	3	3	2	1	2	1	1	3	3
DSE059 CO4	3	3	1	1	3	2	2	3	3
DSE059 CO5	3	3	2	2	3	2	1	3	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	**Bachelor of Business Administration**	**Semester**	

Course Name	Machine Learning in Fintech and Payments	L	T	P	C	Course Type
Course Code	DSE060	3	0	0	3	DSE

Course Objectives:

The course is designed to enable students to

1	Provide foundational knowledge of Artificial Intelligence (AI) and Machine Learning (ML) application to financial services.
2	Explore the use of ML models in payments, fraud detection, anomaly detection, and real-time transaction monitoring.
3	Examine ML applications in lending, credit scoring, customer profiling, and microfinance.
4	Analyze advanced ML approaches such as deep learning, reinforcement learning, NLP, and sentiment analysis in financial contexts.
5	Evaluate case studies of AI-driven FinTech solutions in payments and lending.

Course Outcomes:

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

CO	Outcome	Level
DSE060 CO1	Explain the fundamentals of ML techniques (supervised, unsupervised, reinforcement) and their applications in finance.	L1
DSE060 CO2	Discuss ML models for fraud detection, anomaly detection, and predictive analytics in payments.	L2
DSE060 CO3	Analyze ML-based credit scoring, loan default models, and customer segmentation in lending.	L3
DSE060 CO4	Analyze advanced ML applications and assess ethical concerns in financial AI.	L4
DSE060 CO5	Implement tools for fraud detection, credit scoring, and personalized financial services using case studies.	L5

Syllabus:

Unit-1	Foundations of Machine Learning in Finance	Contact Hours: 9
• Overview of AI and ML in financial technology • Supervised, unsupervised, and reinforcement learning • Regression, classification, and clustering applications • Overfitting, underfitting, and model validation • Ethical concerns in ML applications		
Unit-2	ML in Payments and Fraud Detection	Contact Hours: 9
• Fraud detection using ML models • Anomaly detection in payment transactions • Predictive analytics for customer behavior in payments • AI-powered payment gateways and settlement systems • Real-time transaction monitoring		
Unit-3	ML in Lending and Credit Scoring	Contact Hours: 9

• ML-based credit scoring & alternative data • Predictive loan default models • Customer profiling & segmentation • Applications in P2P & microfinance • Case studies: Zest Money, Lending Club		
Unit-4	**Advanced ML & Future Trends**	Contact Hours: 9
• Deep learning applications in financial forecasting • Reinforcement learning in trading and investment strategies • Bias, fairness, and explainability in ML models • NLP & sentiment analysis for financial decisions • Conversational AI & chatbots in banking • Future of AI-driven FinTech innovations		
Unit-5	**Tools & Applied Case Studies**	Contact Hours: 9
• Fraud detection and credit scoring use of **Python/Excel** • ZestMoney's AI-driven alternative credit scoring. • Fraud detection in online payment systems. • Personalized loan and credit offers by FinTech lenders.		

Suggestive Readings:

Textbooks

1. Matthew F. Dixon, Igor Halperin, Paul Bilokon – *Machine Learning in Finance* (Springer, 2020) *(conceptual focus)*
2. Jannes Klaas – *Machine Learning for Finance* (Packt, 2021) *(managerial + applied)*

References

1. Marcos López de Prado – *Advances in Financial Machine Learning* (Wiley, 2018) *(selected chapters)*
2. Yves Hilpisch – *Artificial Intelligence in Finance* (O'Reilly, 2020)

Assessment

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Mapping

Program Outcomes → Course Outcomes ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
DSE060CO1	3	2	1	0	3	0	0	2	3
DSE060CO2	3	3	1	0	3	0	0	2	3
DSE060CO3	3	3	1	0	3	1	1	2	3
DSE060CO4	2	3	1	0	3	3	1	2	2
DSE060CO5	3	3	2	1	3	2	1	3	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	**Bachelor of Business Administration**	**Semester**	

Course Name	Insurtech (Insurance Technology)	L	T	P	C	Course Type
Course Code	DSE061	3	0	0	3	DSE

Course Objectives:

The course is designed to enable students to

1	Provide foundational knowledge of the insurance industry, regulatory environment, and digital transformation in insurance.
2	Explore the role of Artificial Intelligence and Machine Learning in underwriting, claims management, fraud detection, and pricing.
3	Examine digital and IoT-enabled insurance models such as P2P, on-demand, usage-based, and aggregator platforms.
4	Analyze future pathways of Insur Tech including sustainability, ESG compliance, and global adoption trends.
5	Apply data analytics and visualization tools to real-world InsurTech case studies and innovations.

Course Outcomes:

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

CO	Outcome	Level
DSE061 CO1	Explain the fundamentals of insurance, regulatory frameworks, and drivers of Insur Tech adoption.	L1
DSE061 CO2	Summarize AI/ML for underwriting, claims prediction, customer support, and fraud detection in insurance.	L2
DSE061 CO3	Relate digital and IoT-enabled insurance models including P2P, on-demand, telematics, and aggregator platforms.	L3
DSE061 CO4	Analyze InsurTech innovations, ESG compliance, regulatory challenges, and global adoption pathways.	L4
DSE061 CO5	Implement insurance data analytics and visualize the data using case studies.	L5

Syllabus:

Unit-1	Fundamentals of Insurance and Technology	Contact Hours: 9

- Overview of insurance industry: life, health, general insurance
- Traditional insurance vs digital insurance
- Regulatory landscape for insurance in India and abroad
- Importance of digital transformation in insurance
- InsurTech adoption drivers

Unit-2	AI and ML in Insurance	Contact Hours: 9

- AI-based underwriting and risk assessment
- Predictive claims management using ML
- Chatbots for customer service and support
- Fraud detection with machine learning

• Personalized pricing and premium calculation		
Unit-3	**Digital & IoT enabled Insurance Models**	Contact Hours: 9
• Peer-to-peer insurance models • On-demand and micro-insurance products • Usage-based insurance (telematics, IoT-enabled policies) • Digital-only insurance companies (Neo-insurers) • Aggregators and comparison platforms		
Unit-4	**Future Pathway of InsurTech**	Contact Hours: 9
• Trends in InsurTech innovation (AI, IoT, blockchain, big data) • Sustainable insurance and ESG compliance • Regulatory challenges and opportunities • Global outlook for digital insurance adoption • InsurTech 2030 vision and its implications • Career opportunities in InsurTech		
Unit-5	**Tools & Applied Case Studies**	Contact Hours: 9
• Insurance data analytics using BI & visualisation tools (claims prediction) • Usage-based insurance (Pay-as-you-drive). • IoT-enabled health insurance personalization. • Case studies: Lemonade, Acko, PolicyBazaar		

Suggestive Readings:

Textbooks

1. Bernardo Nicoletti – *Insurance 4.0: Digital Transformation in Insurance* (Palgrave, 2017)
2. Pierfrancesco Basile – *InsurTech: A Legal and Regulatory View* (Springer, 2021)

References

1. Michael Naylor – *Insurance Transformed: Technological Disruption* (Routledge, 2021)
2. PwC & CB Insights – *InsurTech Global Reports* (Industry Whitepapers)

Assessment

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Mapping

Program Outcomes → Course Outcomes ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
DSE061CO1	3	2	1	0	2	2	2	1	2
DSE061CO2	3	3	1	0	3	1	1	2	2
DSE061CO3	3	2	1	0	3	1	1	2	2
DSE061CO4	2	3	2	1	3	3	3	2	2
DSE061CO5	3	3	2	1	3	1	1	2	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester	

Course Name	Digital Banking and Beyond	L	T	P	C	Course Type
Course Code	DSE062	3	0	0	3	DSE

Course Objectives:

The course is designed to enable students to

1	Provide foundational knowledge of the evolution of digital banking and its global and Indian adoption trends.
2	Familiarize students with digital payment systems, settlement mechanisms, and the role of CBDCs.
3	Explore strategies for enhancing customer experience through AI, personalization, gamification, and omnichannel banking.
4	Analyze cybersecurity risks, legal provisions, and regulatory frameworks for secure digital banking operations.
5	Apply case studies to evaluate digital banking models, UPI adoption, and CBDC initiatives.

Course Outcomes:

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

CO	Outcome	Level
DSE062 CO1	Explain the evolution of digital banking, the emergence of neo-banks, and role of FinTech startups in financial inclusion.	L1
DSE062 CO2	Discuss digital payment systems, real-time settlements, and innovations such as UPI and CBDCs.	L2
DSE062 CO3	Assess customer engagement strategies using AI, chatbots, gamification, and data-driven personalization.	L3
DSE062 CO4	Interpret cybersecurity risks, IT Act provisions, and RBI/global regulatory frameworks for secure banking.	L4
DSE062 CO5	Apply analytical tools (Excel/Tableau) to analyze UPI trends, CBDC pilots, and neobank business models.	L5

Syllabus:

Unit-1	Evolution of Digital Banking	Contact Hours: 9
• Transition from traditional banking to e-banking and m-banking • Internet banking and mobile banking adoption in India and globally • Neo-banks and digital-only banks • Role of fintech startups in redefining banking services • Digital financial inclusion and rural banking outreach • Case studies: Monzo, N26, Kotak 811		
Unit-2	Digital Payments and Settlements	Contact Hours: 9

<table>
<tr><td colspan="3">

Payment systems: cards, wallets, UPI, QR codes, NFC payments
Real-time settlement systems: NEFT, RTGS, IMPS
Cross-border remittances and SWIFT innovations
Payment gateways and merchant ecosystems
Central Bank Digital Currencies (CBDCs) in banking

</td></tr>
<tr><td>Unit-3</td><td>Customer Experience and Engagement</td><td>Contact Hours: 9</td></tr>
<tr><td colspan="3">

Omnichannel digital banking strategies
AI-powered personalization in financial services
Gamification in banking apps
Chatbots and conversational banking interfaces
Data-driven customer insights and predictive analytics
Role of social media in banking engagement

</td></tr>
<tr><td>Unit-4</td><td>Cybersecurity in Digital Banking</td><td>Contact Hours: 9</td></tr>
<tr><td colspan="3">

Cyber threats and its types
Authentication: multi-factor & biometrics
Blockchain for secure transactions
IT Act & cybersecurity provisions in India

Section 4 & 5 → Legal recognition of electronic records & signatures.
Section 66 → Cybercrimes, hacking, data theft.
Section 72 → Privacy and confidentiality of information.

RBI frameworks: UPI, e-KYC, Aadhaar-based payments.
Global Connect : GDPR & PSD2 impact on Indian banks

</td></tr>
<tr><td>Unit-5</td><td>Tools and Applied Case Studies</td><td>Contact Hours: 9</td></tr>
<tr><td colspan="3">

Building digital banking dashboards using Tableau.
UPI adoption and transaction trends and analysis using excel/Tableau
Case study: RBI’s Central Bank Digital Currency (CBDC) pilot.
Case study: Business models of Indian Neobanks (Jupiter, Niyo).

</td></tr>
</table>

Suggestive Readings:

Textbooks

1. Chris Skinner – *Digital Bank: Strategies to Launch or Become a Digital Bank* (Marshall Cavendish, 2014)
2. David Gyori et al. – *The FINTECH Book: Digital Banking Edition* (Wiley, 2016)

References

1. Chris Skinner – *ValueWeb: Digital Banking and Blockchain* (Marshall Cavendish, 2017)
2. Paolo Sironi – *FinTech Innovation: From Robo-Advisors to Gamification* (Wiley, 2016)

Assessment

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Mapping

Program Outcomes → Course Outcomes ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
DSE062CO1	3	2	1	0	1	2	2	2	2
DSE062CO2	3	3	1	0	3	1	2	2	2
DSE062CO3	2	3	2	1	3	1	1	3	2
DSE062CO4	2	3	1	0	3	3	2	1	2
DSE062CO5	3	3	2	1	3	1	1	3	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration	Semester	

Course Name	Deep Learning Application in Finance	L	T	P	C	Course Type
Course Code	DSE063	3	0	0	3	DSE

Course Objectives:

The course is designed to enable students to

1	Explain key deep learning concepts and financial use cases.	
2	Describe model components, training, and evaluation methods in finance.	
3	Apply deep learning techniques to financial forecasting problems.	
4	Analyze risk, fraud, ethical, and regulatory challenges in AI-driven finance.	
5	Analyze financial data and case studies using basic analytical tools.	

Course Outcomes:

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

CO	Outcome	Level
DSE063 CO1	Explain the evolution, concepts, and applications of deep learning in finance using structured and unstructured data.	L1
DSE063 CO2	Explain the fundamentals of deep learning models, training processes, and evaluation metrics in financial contexts.	L2
DSE063 CO3	Apply RNN and LSTM models for financial time-series forecasting and market analysis.	L3
DSE063 CO4	Analyze the role of deep learning in financial risk management, fraud detection, and governance issues.	L4
DSE063 CO5	Interpret financial data and real-world case studies using analytical tools for managerial decision-making.	L5

Syllabus:

Unit-1	Introduction to Deep Learning in Finance	Contact Hours: 9
• Evolution from traditional analytics to machine learning and deep learning • Difference between machine learning and deep learning • Role of deep learning in financial innovation • Applications in banking, capital markets, insurance, and FinTech • Overview of financial datasets: structured and unstructured data		
Unit-2	Foundations of Deep Learning Models	Contact Hours: 9

• Neural networks: basic structure and working • Activation functions and loss functions (finance perspective) • Training, validation, overfitting, and underfitting • Introduction to TensorFlow and PyTorch (conceptual overview) • Model evaluation metrics used in finance		
Unit-3	Deep Learning in Financial Forecasting and Markets	Contact Hours: 9
• Role of deep learning in financial risk management • Credit risk applications: Credit scoring, Loan approval and default prediction • Fraud detection in banking and digital payments: Nature of financial fraud, Anomaly detection (conceptual) • Ethical and governance issues: Explainable AI (XAI), Bias, fairness, and transparency, Data privacy and regulatory concerns • Future trends in deep learning and finance		
Unit-4	Risk Management, Fraud Detection, and Governance	Contact Hours: 9
• Risks: manipulation, flash crashes, criticisms • Risk control mechanisms & circuit breakers • Regulatory frameworks (SEBI, SEC, MiFID II) • Ethical concerns in algo/HFT • Advanced ML/NLP strategies: ML models, sentiment trading, reinforcement learning • Quantum computing & blockchain in trading • Future trends in AI-powered trading		
Unit-5	**Tools & Applied Case Studies**	Contact Hours: 9
• Financial data analysis using Excel / Tableau (basic level) • Trend and pattern analysis of stock prices or transaction data • Case study: AI-based credit scoring models • Case study: Fraud detection in digital payment systems		

Suggestive Readings:

Textbooks

1. Ernest P. Chan – Algorithmic Trading: Winning Strategies and Their Rationale (Wiley, 2013)
2. Robert Kissell – The Science of Algorithmic Trading and Portfolio Management (Academic Press, 2013)

References

1. Ernest P. Chan – Machine Trading (Wiley, 2017) (for applied cases)
2. Irene Aldridge – High-Frequency Trading (Wiley, 2013)

Assessment

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Mapping

Program Outcomes → Course Outcomes ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
DSE063CO1	3	2	1	0	2	0	1	2	2
DSE063CO2	3	2	1	0	3	0	1	2	2
DSE063CO3	3	3	1	0	3	0	1	3	2
DSE063CO4	3	3	2	1	3	2	1	3	3
DSE063CO5	3	3	2	1	3	1	1	3	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Bachelor of Business Administration (BBA)	Semester	

Course Name	Applied Data Analysis – I	L	T	P	C	Course Type
Course Code	DSE064	2	0	2	4	DSE

Research Honours

Course objective:

This course ensures that the students:

1	To Apply data analysis techniques to business and commerce research problems.
2	To Develop skills in data preparation, coding, and management using Excel and SPSS.
3	To Perform exploratory and descriptive statistical analysis on real datasets.
4	To Apply bivariate and regression analysis for empirical research.
5	To Interpret statistical outputs for research-based decision making.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT level
DSE064CO1	Organize and manage datasets using Excel and SPSS.	L3
DSE064CO2	Perform exploratory and descriptive data analysis.	L3
DSE064CO3	Apply bivariate statistical techniques using SPSS.	L4
DSE064CO4	Conduct multiple regression analysis for research studies.	L4
DSE064CO5	Interpret and present analytical results in research format.	L5

Syllabus:

Unit-1	**Data Preparation and Management**	Contact Hours: 10
• Nature and sources of business and commerce data • Data coding, classification, and entry • Data cleaning, missing values, and outlier treatment • Data transformation and validation • Dataset preparation using Excel and SPSS		
Unit-2	**Exploratory and Descriptive Data Analysis**	Contact Hours: 12
• Frequency distribution and cross-tabulation • Measures of central tendency and dispersion (application-oriented) • Pivot tables and charts using Excel • Exploratory Data Analysis (EDA) for research insights		
Unit-3	**Bivariate Data Analysis**	Contact Hours: 12
• Cross-tabulation and Chi-square test • Correlation analysis: Pearson and Spearman • Simple linear regression • Interpretation of SPSS output		
Unit-4	**Multivariate Analysis – I**	Contact Hours:16

• Introduction to multivariate analysis • Multiple regression analysis • Assumptions, diagnostics, and model interpretation • Applications in business and commerce research		
Unit-5	**Research-Oriented Interpretation and Presentation**	Contact Hours:10
• Linking analysis with research objectives and hypotheses • Interpretation of results and discussion writing • Presentation of tables, charts, and outputs • Ethical issues in data analysis and reporting		

Suggestive Readings:

Text Books

1. Field, A. (2018). *Discovering Statistics Using SPSS*. Sage Publications.
2. Levine, D.M. et al. (2019). *Statistics for Managers Using Microsoft Excel*. Pearson.

Reference Books

1. Hair, J.F. et al. (2019). *Multivariate Data Analysis*. Pearson.
2. Tabachnick, B.G. & Fidell, L.S. (2019). *Using Multivariate Statistics*. Pearson.

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid Term/Practical	☑	1hr	30			Closed Book	Levels 3 to 5
Assignment/Case Study/Practical	☑		10			Group	Levels 1 to 5
Surprise Quiz	☑	30mins	10			20 MCQ	Level 1
Comprehensive Exam with Practical	☑	3hr	50			Closed Book	Levels 3 to 5

Course Outcomes – Program Outcomes (CO – PO) Mapping

Program Outcomes → Course Outcomes ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	P09	P10	P11
DSE064-CO1	3	2	1	1	2	1	1	1	2	2	1
DSE064-CO2	3	3	1	2	2	1	1	2	3	2	1
DSE064-CO3	3	2	1	2	3	1	1	2	2	2	1
DSE064-CO4	3	3	2	2	3	2	1	2	2	3	2
DSE064-CO5	3	2	2	2	3	1	1	2	2	2	1

Program	Bachelor of Business Administration (BBA)	Semester				
Course Name	Research & Publication Ethics	L	T	P	C	Course Type
Course Code	DSE065	3	1	0	4	DSE

Course objective:

This course ensures that the students:

1	To Understand the philosophy, objectives, and integrity of academic research.
2	To Familiarize students with ethical issues in research and scholarly publishing.
3	**To** Develop awareness about plagiarism, research misconduct, and predatory practices.
4	To Introduce publication processes, indexing databases, and journal evaluation metrics.
5	To Enable students to apply ethical standards while writing and publishing research work.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT level
DSE065CO1	Explain the principles and importance of ethics in research and publication.	L1
DSE065CO2	Identify ethical issues and misconduct in research practices.	L2
DSE065CO3	Apply plagiarism detection tools and interpret similarity reports.	L3
DSE065CO4	Differentiate between credible and predatory journals using standard metrics.	L4
DSE065CO5	Prepare ethically compliant research manuscripts for publication.	L5

Syllabus:

Unit-1	**Introduction to Research Ethics**	Contact Hours: 10

- Meaning and objectives of research ethics
- Values in research: honesty, objectivity, integrity, accountability
- Ethical issues in social science and business research
- Role of ethics committees and institutional review boards (IRB)
- Ethics in academic and industry-sponsored research

Unit-2	**Research Misconduct and Plagiarism**	Contact Hours: 12

- Research misconduct: fabrication, falsification, plagiarism
- Types of plagiarism: self-plagiarism, mosaic, accidental plagiarism
- Causes and consequences of plagiarism
- Plagiarism detection software (Turnitin/URKUND – conceptual exposure)
- Acceptable similarity index and interpretation of reports

Unit-3	**Publication Ethics and Authorship**	Contact Hours: 12

- Publication ethics and responsibilities of authors
- Authorship criteria and order of authorship
- Duplicate publication and salami slicing

• Conflicts of interest • Retraction, corrections, and expressions of concern		
Unit-4	**Scholarly Publishing & Journal Evaluation**	Contact Hours:13
• Academic publishing ecosystem • Peer review process: types and significance • Indexing databases: Scopus, Web of Science, UGC CARE, Google Scholar • Journal metrics: Impact Factor, CiteScore, h-index, SNIP • Identification of predatory journals and publishers		
Unit-5	**Ethics in Research Writing & Dissemination**	Contact Hours:13
• Ethical research writing and citation practices • Referencing styles (APA, MLA, Chicago – overview) • Copyright issues and Creative Commons licensing • Data sharing, open access, and reproducibility • Ethics in conference presentations and research dissemination		

Suggestive Readings:

Text Books

1. Resnik, D.B. (2020). *The Ethics of Science: An Introduction*. Routledge.
2. Macrina, F.L. (2014). *Scientific Integrity*. ASM Press.

Reference Books

1. Committee on Publication Ethics (COPE). *Code of Conduct & Guidelines*.
2. Kothari, C.R. & Garg, G. (2019). *Research Methodology: Methods and Techniques*. New Age International.
3. Day, R.A. & Gastel, B. (2016). *How to Write and Publish a Scientific Paper*. Cambridge University Press.

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid Term Examination	☑	1hr	30			Closed Book	Levels 3 to 5
Assignment/Case Study	☑		10			Group	Levels 1 to 5
Surprise Quiz	☑	30mins	10			20 MCQ	Level 1
Comprehensive Exam	☑	3hr	50			Closed Book	Levels 3 to 5

Course Outcomes – Program Outcomes (CO – PO) Mapping

Program Outcomes → Course Outcomes ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	P09	P10	P11
DSE064-CO1	3	2	1	1	2	1	1	2	2	1	1
DSE064-CO2	3	3	2	2	3	2	1	2	2	1	1
DSE064-CO3	3	3	2	3	3	2	1	2	3	2	1
DSE064-CO4	3	2	2	3	3	2	1	2	2	2	2
DSE064-CO5	3	3	3	3	3	2	2	3	3	2	1

Program	Bachelor of Business Administration (BBA)	Semester				
Course Name	Applied Data Analysis – II	L	T	P	C	Course Type
Course Code	DSE066	2	0	0	2	DSE

Course objective:

This course ensures that the students:

1	To Apply advanced statistical tools for empirical research.
2	To Validate research instruments using reliability and factor analysis.
3	To Perform advanced multivariate analysis using SPSS.
4	To Develop predictive and causal models for research studies.
5	To Produce research-ready analytical reports and outputs.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT level
DSE066CO1	Conduct reliability and scale validation analysis.	L5
DSE066CO2	Apply factor analysis for data reduction and construct validation.	L5
DSE066CO3	Perform ANOVA and MANOVA for research analysis.	L5
DSE066CO4	Develop and interpret predictive regression models.	L6
DSE066CO5	Integrate statistical results into dissertations and research papers.	L6

Syllabus:

Unit-1	**Scale Development and Reliability Analysis**	Contact Hours: 12

- Measurement scales in research
- Reliability testing using Cronbach's Alpha
- Item-total statistics and scale refinement
- Interpretation of SPSS reliability output

Unit-2	**Factor Analysis**	Contact Hours: 14

- Concept and applications of factor analysis
- Exploratory Factor Analysis (EFA)
- KMO and Bartlett's Test
- Factor rotation and interpretation

Unit-3	**Advanced Multivariate Analysis**	Contact Hours: 14

- Analysis of Variance (ANOVA)
- Multivariate Analysis of Variance (MANOVA)
- Assumptions and interpretation
- Research applications

Unit-4	**Predictive and Causal Analysis**	Contact Hours:12

- Advanced multiple regression models
- Model diagnostics and validation
- Mediation and moderation analysis (regression-based)
- Advanced multiple regression models
- Model diagnostics and validation
- Mediation and moderation analysis (regression-based

Unit-5	**Research Reporting and Publication-Oriented Analysis**	Contact Hours:8

- Writing results and discussion sections
- Statistical reporting standards
- Preparing analysis for dissertations and journals

Suggestive Readings:

Text Books

1. Field, A. (2018). *Discovering Statistics Using SPSS*. Sage Publications.
2. Hair, J.F. et al. (2019). *Multivariate Data Analysis*. Pearson.

Reference Books

1. Tabachnick, B.G. & Fidell, L.S. (2019). *Using Multivariate Statistics*. Pearson.
2. APA Manual (Latest Edition) – Statistical Reporting Guidelines.

Assessment

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid Term/Practical	☑	1hr	30			Closed Book	Levels 4 to 5
Assignment/Case Study/Practical	☑		10			Group	Levels 1 to 5
Surprise Quiz	☑	30mins	10			20 MCQ	Level 1
Comprehensive Exam with Practical	☑	3hr	50			Closed Book	Levels 3 to 6

Course Outcomes – Program Outcomes (CO – PO) Mapping

Program Outcomes → Course Outcomes ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	P09	P10	P11
DSE064-CO1	3	2	1	1	2	1	1	1	2	2	1
DSE064-CO2	3	3	1	2	2	1	1	2	3	2	1
DSE064-CO3	3	2	1	2	3	1	1	2	2	2	1
DSE064-CO4	3	3	2	2	3	2	1	2	2	3	2
DSE064-CO5	3	2	2	2	3	1	1	2	2	2	1