SCHOOL OF MANAGEMENT

R 24 - BBA HONOURS

Bachelor of Business Administration (Honours) – BBA (Hons.)

The BBA (Honours) program is a four-year (eight-semester) undergraduate degree designed to provide students with a strong foundation in business fundamentals, managerial and analytical skills, and practical exposure to real-world applications.

Program Structure:

- Duration: 4 Years (8 Semesters)
- Structure: Semester-based
- Specializations (from Year II):
    - Finance
    - Human Resource Management
    - Marketing
    - Supply Chain Management

Key Features:

- Industry-focused curriculum with strong emphasis on experiential learning
- Five integrated projects across the program to bridge theory and practice

Industry Exposure and Projects:

- **Year I:** Two customer-facing internships (6 weeks each) after each semester at retail outlets (e.g., Pantaloons, Adidas, Decathlon) – 3 credits
- **Year II:** Domain-specific internships (12 weeks each) to build functional expertise – 6 credits
- **Year III:** Dissertation project / Internship in the chosen specialization – 6 credits
- **Year IV:** Major Project /entrepreneurship/ an extended internship – 12 credits

BBA (Honours) Course Structure

I Year I Semester

S.No	Course Category	Course Code	Name of the subject	Credits
1	Core		Fundamentals of Management	3
2	Core		Introduction to Economics	3
3	Core		Business Mathematics	3
4	Core		Introduction to Marketing	3
5	Core		Financial Literacy	1
6	AECC		Business Communication Skills Lab	1
7	SEC		Productivity Tools & Learning processes Lab	2
	Managerial Competency			
8	SEC		Personal Effectiveness & Grooming	1
9	Internship/Project		Mini Project - I	3
			Total Credits	**20**

I Year II Semester

S.No	Course Category	Course Code	Name of the subject	Credits
1	Core		Introduction to Human Resource Management	3
2	Core		Financial Accounting - I	3
3	SEC		Selling Skills	2
4	Core		Introduction to Operations Management	2
5	Core		Business Statistics	2
6	AECC		Essential English for better Communication	2
7	SEC		Productivity Tools Lab	1
	Managerial Competency			
8	SEC		Journey of Entrepreneurship - I	2
9	Internship/Project		Mini Project II	3
			Total Credits	**20**

II Year I Semester

II

S.No	Course Category	Course Code	Name of the subject	Credits
1	Core		Introduction to Supply Chain Management	2
2	Core		Introduction to Data & Business Analytics	2
3	Core		Financial Analysis & Control	3
4	Core		Fundamentals of Macro Economics	3
5	Elective I	Finance	Digital Payments & Interfaces	4
		HR	Human Resource Planning	
		Marketing	Consumer Behavior	
		Supply Chain Management	Supply Chain Strategy	
6	Elective II	Finance	Tax Planning	4
		HR	Performance Management	
		Marketing	Digital Marketing	
		Supply Chain Management	Inventory Management	
7	SEC		Python Programming for Business Analytics	1
		Managerial Competency		
8	SEC		Journey of Entrepreneurship - II	**1**
			Total Credits	**20**

Year II Semester

S.No	Course Category	Course Code	Name of the subject	Credits
1	OE I		a) Cross Cultural Management b) Enterprise Risk Management	2
2	Core		Introduction to Organizational Behavior	2
3	Core		Basic Business Research	3
4	Core		Introduction to Financial Management	3
5	Elective III	Finance	Security Analysis & Portfolio Management	4
		HR	Learning & Development	
		Marketing	Advertising & IMC	
		Supply Chain Management	Fundamentals of Quality Management	
6	Elective IV	Finance	Financial Institutions, Markets & Services	4
		HR	Compensation Management	
		Marketing	Services Marketing	
		Supply Chain Management	Logistics & Global Supply Chain	
7	SEC		Power BI for Business Analytics	1

	Managerial Competency			
8	SEC		Business Numeracy	**1**
			Total Credits	**20**

III Year I Semester

Sl.No	Category	Code	Course Name	Credits
1	Core		Project Management	3
2	Core		Cost & Management Accounting	2
3	Elective V	Finance	Introduction to Trading strategies	4
		HR	Change Management & Organization Development	
		Marketing	Retail Management	
		Supply Chain Management	Procurement and Sourcing Management	
4	Elective VI	Finance	Derivatives	4
		HR	HR Analytics	
		Marketing	Customer Relationship Management	
		Supply Chain Management	E - Commerce Supply chain & Fulfilment	
5	Elective VII	Finance	Behavioral Finance	4
		HR	Competency Management & HR Score Card	
		Marketing	Negotiation in Sales	
		Supply Chain Management	International Trade and Legal aspects of Purchasing, Sourcing, and Contracts	
6	SEC		Relational Databases & SQL for Business	1
7	Internship /Project		Project - I	6
			Total Credits	**24**

III Year II Semester

S. No	Category	Code	Course Name	Credits
1	Core		Introduction to AI & ML	3
2	Core		Leadership	3
3	Elective VIII	Finance	Fundamentals of Business Valuation	4
		HR	Industrial Relations & Labor Laws	
		Marketing	Institutional Marketing	
		Supply Chain Management	Supply Chain Analytics	

			& Simulation	
4	Project		Project - II	6
			Total Credits	**16**

IV Year I Semester

S. No	Category	Course Code	Course Name	Credits
1	Core		Business & Company Law	4
2	Core		Strategic Management	4
3	Core		Digital Business Models	4
4	Core		Idea to PoC	4
5	Elective IX	Finance	Financial Risk Management	4
		HR	Talent Acquisition and Management	
		Marketing	Brand Management	
		Supply Chain Management	Digital Supply Chain Management	
6	Elective X	Finance	Forensic Accounting	4
		HR	AI in Human Resource Management	
		Marketing	Distribution Management	
		Supply Chain Management	IMPEX Management	
			Total Credits	**24**

IV Year II Semester

S. No	Category	Course Code	Course Name	Credits
1	Project		Major Project	12
2	Comprehensive Viva Voce			2
	Managerial Competency			
3	SEC		Workspace Skills	2
			Total Credits	**16**

Finance Electives

Sl. No	Category	Year & Semester	Name of the Subject	Credits
1	Elective	II/I	Digital Payments & Interfaces	4
2	Elective	II/I	Tax Planning	4
3	Elective	II/II	Security Analysis & Portfolio Management	4
4	Elective	II/II	Financial Institutions, Markets & Services	4
5	Elective	III/I	Introduction to Trading Strategies	4
6	Elective	III/I	Derivatives	4
7	Elective	III/I	Behavioral Finance	4
8	Elective	III/II	Fundamentals of Business Valuation	4
9	Elective	IV/I	Financial Risk Management	4
10	Elective	IV/I	Forensic Accounting	4

HR Electives

Sl. No	Category	Year & Semester	Name of the Subject	Credits
1	Elective	II/I	Human Resource Planning	4
2	Elective	II/I	Performance Management	4
3	Elective	II/II	Learning and Development	4
4	Elective	II/II	Compensation Management	4
5	Elective	III/I	Change Management and Organization Development	4
6	Elective	III/I	HR Analytics	4
7	Elective	III/I	Competency Management and HR Score card	4
8	Elective	III/II	Industrial Relations and Labor Laws	4
9	Elective	IV/I	Talent Acquisition and Management	4
10	Elective	IV/I	AI in Human Resource Management	4

Marketing Electives

Sl. No	Category	Year & Semester	Name of the Subject	Credits
1	Elective	II/I	Consumer Behaviour	4
2	Elective	II/I	Digital Marketing	4
3	Elective	II/II	Advertising and IMC	4
4	Elective	II/II	Services Marketing	4
5	Elective	III/I	Retail Management	4
6	Elective	III/I	Customer Relationship Management	4
7	Elective	III/I	Negotiation and Sales	4
8	Elective	III/II	Institutional Marketing	4
9	Elective	IV/I	Brand Management	4
10	Elective	IV/I	Distribution Management	4

Supply Chain Management Electives

Sl. No	Category	Year & Semester	Name of the Subject	Credits
1	Elective	II/I	Supply Chain Strategy	4
2	Elective	II/I	Inventory Management	4
3	Elective	II/II	Fundamentals of Quality Management	4
4	Elective	II/II	Logistics and Global Supply chain	4
5	Elective	III/I	Procurement and Sourcing Management	4
6	Elective	III/I	E-commerce Supply Chain and Fulfilment	4
7	Elective	III/I	International Trade and Legal aspects of Purchasing, Sourcing and Contracts Supply chain Analytics and Simulation	4
8	Elective	III/II	Supply chain Analytics and Simulation	4
9	Elective	IV/I	Digital Supply Chain Management	4
10	Elective	IV/I	IMPEX Management	4

Introduction to Supply Chain Management

BBA II Year I Semester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	Core	L	T	P	C	CIE	SEE	Total
		2	0	0	2	60	40	100

Course Objectives:

To identify how an entity operates in a business environment along with the basic concepts in Supply Chain Management and allied functions.

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

- Explain the basic concepts of supply chain management (SCM) along with its processes and decision phases.
- Analyse the role of procurement and logistics management in SCM.
- Identify the major elements and important structures in SCM.
- Study the digital transformation in the areas of supply chain and logistics.
- Evaluate various challenges of global supply chain and logistics along with the ethics in it.

Unit I:

Supply Chain Concepts: Concept & definitions in supply chain, Objectives of a Supply Chain, Stages of Supply Chain, Cycle view of Supply Chain Process, Decision Phases in Supply Chain Management.

Unit II

Procurement and Logistics Management: Procurement Process and Supplier Relationship Management, Logistics and Distribution Management, Role of 3PL (Third-Party Logistics) and 4PL (Fourth-Party Logistics) in Supply Chains, Bullwhip effect.

Unit III

SCM Structure: Elements of SC, Upstream, Downstream, Information/Material Flow, Push/Pull System, value-added services, Structure of an SC, push based SC, Pull based SC, Trade-off between Push & Pull.

Unit-IV

Digital Transformation in Supply Chains: Emerging Technologies: AI, IoT, and Blockchain in SCM, Role of Data Analytics and Business Intelligence in SCM, E-commerce and Omnichannel Supply Chain Strategies.

Unit-V:

Global SCM & Sustainability: Global Sourcing and International Logistics, Risk Management in Global Supply Chains, Green and Sustainable Supply Chains, Ethical Issues in Supply Chain and CSR.

Text books:

1. Sunil Chopra and Dharam Vir Kalra (2024). Supply Chain Management: Strategy, Planning, and Operation, 7/e, Pearson.
2. F. Robert Jacobs and Ravi Shankar (2023). Operations and Supply Chain Management, 17/e, McGraw Hill.
3. S N Chary (2019) Production and Operations Management, 6/e, McGraw Hill.

References

1. Roberta S. Russell, Venkataramanaiah S; Pavan Kumar G (2023) Operations and Supply Chain Management, 10ed, An Indian Adaptation, Wiley.
2. Cecil Bozarth, Robert Handfield (2019) Introduction to Operations and Supply Chain Management, Global Edition, 5E, Pearson.

Introduction to Data and Business Analytics

BBA II Year I Semester					School of Management			
Code	Category	Hours/Week			Credits	Marks		
	Core	L	T	P	C	CIE	SEE	Total
		2	0	0	2	60	40	100

Course Objective:

To equip students with a foundational understanding of data analytics concepts, statistical techniques, and predictive modelling tools, enabling them to analyze business data effectively and derive actionable insights.

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

- Explain the fundamentals of business analytics, identify types of data.
- Compute and interpret descriptive statistics and probability distributions to summarize and analyze datasets effectively.
- Perform hypothesis testing, correlation analysis, and regression modelling to draw inferences and predict outcomes from data.
- Write basic scripts in Python and R to manipulate data, perform calculations, and implement conditional logic for business applications.
- Apply supervised and unsupervised learning methods to build predictive models and evaluate their performance using metrics like accuracy and RMSE.

Unit I

Fundamentals of Business Analytics: Definition and Importance

Understanding Data: Population, Samples, Datasets, Variables, and Observations, Types of Data (Categorical, Numerical, Ordinal, etc.)

Modeling Stages in Business Analytics

Introduction to Data Visualization: Common Data Visualization Tools (Excel, Tableau, Power BI), Common Data Visualization Techniques (Types of charts and graphs)

Unit II

Interpretation and Application of Descriptive Statistics in Business Analytics: Measures of Central Tendency (Mean, Median, Mode), Measures of Dispersion (Variance, Standard Deviation, Range, IQR)

Descriptive Measures for Categorical & Numerical Variables

Introduction to Probability and Probability Distributions: Basic Probability Rules, Discrete & Continuous Distributions (Binomial, Normal, Poisson)

Unit III

Fundamentals of Sampling: Population, Sample**,** Sampling.

Hypothesis Testing: Procedure of Hypothesis testing, Null & Alternative Hypotheses, p-values and Confidence Intervals

Correlation Analysis: Karl Pearson's Correlation Coefficient

Regression Analysis: Simple Linear Regression using Least Squares Method, Multiple Regression and Interpretation.

Unit IV:

Introduction to Python and R: Importance of programming in Business Analytics, Overview of Python and R: Key differences and use cases

Basic Syntax and Operations: Variables, data types, and operators in Python & R, Conditional statements and loops, Functions and basic operations

Unit V:

Introduction to Predictive Analytics: Definition and importance in business, Real-world applications in marketing, finance, and operations

Unsupervised Learning Methods: Cluster Analysis (K-Means, Hierarchical Clustering), Association Rule Mining (Apriori Algorithm)

Supervised Learning: Classification and Regression Trees (CART), k-Nearest Neighbors (KNN)

Text Books:

1. Provost, F., & Fawcett, T., Data science for business: What you need to know about data mining and data-analytic thinking, O'Reilly Media, 2013
2. Kumar, U. D. Business analytics: The science of data-driven decision making. Wiley, 2017
3. McKinney, W., Python for data analysis: Data wrangling with pandas, NumPy, and IPython, 2/e, O'Reilly Media, 2017

References:

1. Laursen, G. H. N., & Thorlund, J. (2010). Business analytics for managers: Taking business intelligence beyond reporting. Wiley.
2. Montgomery, D. C., & Runger, G. C. (2018). *Applied statistics and probability for engineers* 7/e, Wiley.
3. James, G., Witten, D., Hastie, T., & Tibshirani, R. (2013). *An introduction to statistical learning: With applications in R*. Springer.

Financial Analysis & Control

BBA II Year I Semester					School of Management			
Code	Category	Hours/Week			Credits	Marks		
	Core	L	T	P	C	CIE	SEE	Total
		3	0	0	3	60	40	100

Course Objective:

The course equips students with the knowledge and skills to analyze and evaluate financial statements.

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

- Compute financial ratios to assess a company's financial health and performance
- Compare and contrast financial statements using horizontal, vertical, and trend analysis techniques to evaluate the financial performance
- Construct cash flow statements as per standard accounting practices to analyze cash movements in an organization
- Demonstrate the impact of different depreciation methods on asset valuation and financial statements
- Analyze and interpret the additional disclosures in financial statements, including auditors' reports, notes, and segment reporting, to evaluate the transparency and compliance of listed companies.

Unit I:

Financial Statement Analysis – I: Ratio Analysis, Classification and computation of liquidity, Solvency, Profitability, and Efficiency ratios, Interpretation of ratio analysis, DuPont analysis (simple problems).

Unit II:

Financial Statement Analysis – II: Comparative financial statements (Horizontal Analysis), Common-Size statements (Vertical Analysis), Trend analysis

Unit III:

Cash Flow Statements: Classification of cash flows: Operating, Investing, and Financing activities, Preparation of cash flow statement.

Unit IV:

Depreciation: Causes of depreciation, Methods of depreciation: Straight line method (SLM), Written down value method (WDV) / declining balance method, Sum of years' digits method. Impact of the change of depreciation methods on the income.

Unit V:

Understanding financial statements: Additional information in financial statements, Information to be provided by listed companies, Auditors report-scope, Opinion and fairness, Notes to financial statements, Segment reporting (Basics only).

Text Books:

1. R. Narayana Swamy, Financial Accounting, A Managerial Perspective, 7/e, PHI, 2022.
2. S N Maheshwari, Suneel Maheshwari, Financial Accounting, 6/e, Vikas Publishing House, 2018

Reference Books

1. Asish K. Bhattacharyya, Corporate financial reporting and analysis, 2/e, PHI, 2018
2. R.K Arora Financial Accounting: Fundamental, Analysis and Reporting,2/e, Wiley,2018.
3. Parash, Basic Financial Accounting for Management,3/e, OXFORD University Press, New Delhi 2019.

Fundamentals of Macro Economics

BBA II Year I Semester					School of Management			
Code	Category	Hours/Week			Credits	Marks		
	Core	L	T	P	C	CIE	SEE	Total
		3	0	0	3	60	40	100

Course Objective:

The course equips with the elements & theories of functioning of the economy.

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

- Discuss the basic concepts and theories of Macroeconomics
- Measure and estimate different concepts of National Income
- To help form a clear view of the various components of financial markets and intermediaries
- To introduce practical aspects of tax planning as an important managerial decision- making process
- Identify the importance of tax system and applying in the real life

Unit I

Introduction to Macroeconomics: Meaning, Nature of macro economics, National income, Gross domestic product, Gross national product, Net national product, Per capita income, Disposable income, Methods of national income measurement.

Unit II

Theory of Employment: Keynesian theory of employment, Theories of economic growth, Harrod-Domar model, Solow model

Unit III

Money & Fiscal Policy: Definition and functions of monetary and fiscal policy, Instruments of Monetary and fiscal policy, Analysis of inflation and unemployment

Unit IV

Introduction to Public PoI (Policy of Intervention): Introduction to tax, Tax system in India, Progressive, Regressive and digressive tax GST, Tax avoidance and Tax evasion

Unit V

Business Cycles: Introduction to trade, Types of trade, World trade organization, Structure and functions of world trade organization, Business cycle, Phases of business cycle

Text Books

1. Misra and Puri, Indian Economy, 39/e, HPH, 2021

References

1. H.L. Ahuja, Managerial Economics (Analysis of Managerial Decision Making), 9/e, 2022

Digital Payments & Interfaces

BBA II Year I Semester					School of Management			
Code	**Category**	**Hours/Week**			**Credits**	**Marks**		
	Elective	**L**	**T**	**P**	**C**	**CIE**	**SEE**	**Total**
		4	**0**	**0**	**4**	**60**	**40**	**100**

Course Objective:

To equip students with a comprehensive understanding of digital payment systems and user interfaces.

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

- Explain the role & elements of digital payment system.
- Analyze the underlying technologies and infrastructure supporting digital payments.
- Evaluate the legal, regulatory, and security aspects of digital payments.
- Assess the impact of user interface design and customer experience on the adoption and trustworthiness of digital payment platforms.
- Identify emerging trends and innovations in digital payments.

Unit I

Introduction to the digital payment environment: Evolution of digital payment systems, Traditional vs. Digital payments. **Overview of payment system stakeholders:** Banks, Payment gateways, Regulators, Merchants, Advantages, challenges, and Risks of digital payments.

Unit II

Digital Payment Infrastructure & Technologies: Key technologies: NFC, QR Code, Bluetooth, RFID, and biometrics, Role of APIs in payment integration, Payment gateways and processors

UPI ecosystem: IMPS, NEFT, RTGS, POS terminals and smart devices for payments.

Unit III

Regulatory Framework & Security in Digital Payments: Regulatory bodies: RBI, NPCI, and global standards (PCI DSS, PSD2), Overview of Data privacy laws (e.g., India's DPDP Act 2023, GDPR overview), KYC, AML, and Transaction monitoring, Cybersecurity threats and fraud prevention, **Authentication mechanisms:** 2FA, OTP, biometric authentication.

Unit IV

User Interfaces & Customer Experience: Principles of good payment interface design, Mobile-first UX strategies, Designing for trust and transparency in digital payments,

Case studies: Google Pay, PhonePe, Paytm, BharatPe, Amazon Pay, User onboarding, error handling, and customer support in digital payments.

Unit V

Trends, Innovations & Future of Digital Payments: Fintech, Insurtech, and RegTech applications in payments, Blockchain and cryptocurrency-based payment systems, CBDC (Central Bank Digital Currency) – .AI/ML in fraud detection and payment personalization.

Text books:

1. Ravi Kalakota & Andrew B. Whinston, Electronic Commerce: A Managerial Perspective, 5/e Pearson, 2023

References:

1. V. Rajaraman, Digital Payments, 1/e, Oxford University Press, 2023
2. Chris Skinner, Digital Bank: Strategies to Launch or Become a Digital Bank, 2/e, Marshall Cavendish, 2023
3. NPCI and RBI publications – available on official websites (for UPI, Bharat BillPay, e₹, etc.)
4. World Bank & McKinsey reports on digital finance
5. Online whitepapers and blogs from Razorpay, Stripe, PhonePe, NPCI

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Human Resource Planning

BBA II Year I Semester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	Elective	L	T	P	C	CIE	SEE	Total
		4	0	0	4	60	40	100

Course Objective

This course aims to provide students with a comprehensive understanding of the concepts, techniques and models involved in Human resource planning (HRP), ensuring they can align workforce planning with organizational goals.

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

- Explain the significance of HRP in achieving organizational goals.
- Apply forecasting techniques and workforce analytics in HRP.
- Design data-driven talent acquisition, retention, and succession plans.
- Evaluate the effectiveness of succession planning and career development models.
- Assess the role of AI, predictive analytics, and automation in HRP.

Unit I

Fundamentals of Human Resource Planning: Meaning, Scope, and objectives of HRP, Strategic role of HRP in organizations, Global HRP practices and trends, Internal and external factors influencing HRP, Linking HRP with strategic business goals

Unit II

Workforce Demand and Supply Forecasting: Job analysis and Job designing: methods and applications in HRP. **Techniques of demand forecasting**: Delphi technique, Work-study Techniques. **Supply Forecasting Techniques**: Markov Analysis, Replacement Charts.

Unit III

Recruitment & Selection: Recruitment - sourcing candidates, Selection processes- application screening, Interviewing techniques, Legal and ethical considerations in recruitment and selection, Retention strategies, Employee engagement.

Unit IV

Succession Planning and Career Development: Objectives and process of succession planning, Identifying high-potential employees (HIPO) for leadership roles, Career pathing and development plans, Competency mapping for leadership development

Unit V

Technology in HRP: AI and automation in HRP, HR information system(HRIS), Enterprise Resource Planning(ERP), Applicant Tracking system(HRP), Role of HR analytics in HRP, technological challenges in HRP.

Textbooks

1. Gary Dessler – Human Resource Management, Global Edition, 2023.
2. David A. DeCenzo, Stephen P. Robbins, and Susan L. Verhulst – Fundamentals of Human Resource Management, 2023.
3. Michael Armstrong – Armstrong's Handbook of Human Resource Management Practice, 2023.

References

1. Wayne F. Cascio – Managing Human Resources, 2022.
2. John Bratton and Jeffrey Gold – Human Resource Management: Theory and Practice, 2022.

Consumer Behaviour

BBA II Year I Semester					School of Management			
Code	Category	Hours/Week			Credits	Marks		
	Elective	L	T	P	C	CIE	SEE	Total
		4	0	0	4	60	40	100

Course Objective:

The objective of the course is to provide key tools and frameworks for analyzing consumer behavior in order to solve marketing problems.

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

- Apply consumer behaviour concepts to marketing situations
- Evaluate psychographic dimensions of consumers
- Analyse role of attitudes and personality on consumer behaviour.
- Develop differentiated strategies for consumer markets on the basis of the cultural and group influences
- Analyze consumer decision making stages and deduce strategies

Unit I

Introduction to Consumer Behavior: Introduction, Consumer roles, Consumer perspective, Segmentation, Targeting and Positioning, Wheel of Consumer analysis, Marketing strategy and Consumers

Unit II

Self-concept and Motivation: Psychographic dimensions, Self-concept, Perception, Theories of learning, Motivation

Unit III

Attitude and Personality: Attitudes, Change of attitude, Functions of attitude, Attitude models, Personality, Personality theories.

Unit IV:

Culture and Group dynamics: Characteristics of culture, Sub-cultures, social class, Social factors, Reference groups, Reference group influences, Family life cycle Stages, Family influences, Opinion leaders

Unit V:

Consumer Behavior Models: Consumer involvement, Pre-purchase, Purchase, Post purchase behaviour, Howard and Sheth, Nicosia and Engel and Blackwell model, Miniard Model.

Text Books:

1. Kumar, Leon G, Schiffman, Joe, Wisenblit, S.Ramesh, Consumer Behaviour, 12/e, Pearson, 2018
2. Michael R. Solomon, Tapan Kumar Panda, Consumer Behaviour, 13/e, Pearson Education, 2020
3. Zubin Sethna, Jim Blythe, Consumer Behaviour, 5/e, Sage, 2023.

References:

1. David L. Mothersbaurgh, Del I. Hawkins et.al., Consumer Behaviour: Building Marketing Strategies, 15/e, McGraw Hill, 2024
2. Suja R Nair, Consumer Behaviour and Marketing Research, Himalayan Publishing House, 2/e, 2015.

Supply Chain Strategy

BBA II Year I Semester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	Elective	L	T	P	C	CIE	SEE	Total
		4	0	0	4	60	40	100

Course Objectives

This course aims to provide students with an understanding of the strategic importance of Supply Chain Management in modern business. Students will explore the key components and strategies in supply chain management including logistics, procurement, operations, and distribution and familiarize themselves with modern technologies and innovations shaping supply chain management today.

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

- Explain the key concepts and frameworks in supply chain strategy.
- Analyze and evaluate the strategic decisions involved in managing supply chains.
- Demonstrate the ability to design and optimize supply chains based on various business needs.
- Appreciate the role of technology and innovation in improving supply chain performance.
- Apply supply chain strategies in real-world scenarios to achieve competitive advantage.

Unit I:

Introduction to Supply Chain Management: Definition and Importance of Supply Chain Management; Supply Chain Strategy and its Role in Business Success; Evolution of Supply Chains: From Traditional to Digital; Components of Supply Chain – Procurement, Production, and Distribution.

Unit II

Strategic Supply Chain Design: Supply Chain Network Design: Models and Approaches; Location Decisions and Facility Layouts; Demand Forecasting and Inventory Management Strategies; Make-or-Buy Decisions and Outsourcing; Collaboration and Partnering in the Supply Chain

Unit III

Supply Chain Operations and Optimization: Key Performance Indicators (KPIs) in Supply Chain Management; Supply Chain Optimization Models; Lean Supply Chain and Just-in-Time (JIT) Practices; The Role of Technology in Supply Chain Optimization; Sustainable Supply Chain Practices.

Unit-IV

Technology in Supply Chain Strategy: The Role of Information Technology in Supply Chain Management; E-commerce and its Impact on Supply Chains; Artificial Intelligence (AI) and Machine Learning in Supply Chain Optimization; Internet of Things (IoT) and its Applications in Supply Chains.

Unit-V:

Emerging Trends and Global Challenges: Globalization and its Impact on Supply Chain Strategy; Ethical and Social Responsibility in Supply Chains; Resilient Supply Chains: Building for Flexibility and Agility; The Impact of Climate Change on Supply Chain Strategy; Circular Economy and Closed-Loop Supply Chains.

Text books:

1. Sanders, N. R.Supply chain management: A global perspective. John Wiley & Sons. 2020
2. Ivanov, D., Tsipoulanidis, A., Schönberger, J., Ivanov, D., Tsipoulanidis, A., & Schönberger, J. Basics of supply chain and operations management (pp. 3-19). Springer International Publishing.2021
3. Sunil, C. Supply Chain Management: Strategy, Planning, And Operation, 5/e. Pearson India,2013

References

1. Christopher, M, Logistics and supply chain management. Pearson UK 2022.
2. Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E., Designing and managing the supply chain: Concepts, strategies, and cases. New York: McGraw-hill 1999

Tax Planning

BBA III Year I Semester					School of Management			
Code	Category	Hours/Week			Credits	Marks		
	Elective	L	T	P	C	CIE	SEE	Total
		4	0	0	4	60	40	100

Course Objective:

The course familiarizes the students with the personal and corporate tax laws and develops an awareness of tax planning methods

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

- Distinguish between direct and indirect taxes and decide on the residential status of an individual.
- Compute taxable income from salary by applying tax rules to different salary structures and explore avenues to minimize the tax
- Compute the annual value of a house property based on different scenarios.
- Compute taxable income from the business applying permissible deductions and expenses.
- Compute Capital gains and draw plans for minimum tax liability.

Unit I:

Introduction: Definitions and Basic Concepts: Assessee, Deemed assessee, Assessee in default Assessment Year, Previous Year, General Principles of Taxation, Distinction between direct and Indirect taxes, Person, Incomes, Total Income, Residential Status, Resident, Ordinary & Not ordinary resident, Non resident of individual with incidence of tax.

Unit II:

Income from Salary: Income from Salary, Features of Salary Income, Basic salary allowance, Types, Perquisites, Types Sec.89 (1), Tax Rebate u/s.88, Problems Deductions u/s. 16, Computation of Income from Salary (Including numerical Problems)

Unit III:

Income from House Property: Introduction, Annual value under different situations (self-occupied, Let out, Partly self-occupied partly, Let out – Portion wise and time wise, Deductions (u/s 24) (including simple numerical problems).

Unit IV:

Income from Business and Profession: Permissible deductions, Disallowable expenses, Income and expenses of illegal business, Computation of business income from business and profession, Doctors, lawyers, Chartered accountants, Engineers. etc., (Simple Numerical Problems.)

Unit V:

Income from Capital Gains: Meaning of capital gains, Long-term and short-term capital gains, Tax planning of long-term capital gains, Exemptions relating to long-term capital gain, Adoption of investment planning for minimum tax liability. (simple numerical problems)

Text Books:

1. V.P. Gaur & D.B Narang: Income Tax Law and Practice: 49/e, Kalyani Publishers. 2024/2025
2. Dr. M.N. Ravi: Taxation: Professional Books Publisher, January 2024.

References:

1. Dr.Vinod K. Singhania & Dr.KapilSinghania: Direct Taxes Law & Practice: Taxman
2. Dr.H.C. Mehrotra & Dr.S.P.Goyal, Income Tax including Tax planning & Management,42/e, Sahitya Bhawna Publication 2024

Performance Management

BBA II Year I Semester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	Elective	L	T	P	C	CIE	SEE	Total
		4	0	0	4	60	40	100

Course Objective

This course aims to provide students with comprehensive knowledge and practical skills in performance management by exploring its core principles, planning and appraisal techniques, employee development methods and emerging trends.

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

- Explain the fundamentals and challenges of performance management systems.
- Design Performance goals and align performance metrics with organizational strategy.
- Identify performance appraisal methods and recognize rating errors.
- Explore development plans and coaching techniques to enhance performance.
- Analyze current trends and technologies emerged in performance management.

Unit I

Introduction to Performance Management: Concept and Importance of performance management, Performance management vs. performance appraisal, Key components of performance management system (PMS), Challenges in implementing performance management.

Unit II

Performance Planning and Goal Setting: Performance planning process, Barriers in performance planning, Key performance areas (KPAs), Key performance indicators (KPIs)

Goal setting: SMART goals approach**,** Performance agreements**,** Performance metrics, Linking employee performance to strategic goals**.**

Unit III

Performance Appraisal Techniques: **Traditional methods:** Ranking method, Graphic rating scale, Critical incident technique, Checklist method, **Modern Methods**: 360-Degree feedback, Balanced scorecard, MBO, BARS, Assessment centre, Performance review meetings, Rating errors.

Unit-IV

Performance Management and Employee Development: Identifying and addressing poor performance, Personal developmental plans, Coaching, Process and styles, Mentoring for performance improvement, Performance counseling, Linking performance management to career progression.

Unit-V

Emerging Trends in Performance Management: Continual Feedback system, Agile Goal Setting, AI in PM, Employee Well-being & Holistic Growth, Emphasis on Inclusion, Diversity & Fairness, PM in Hybrid & Remote Work

Textbooks

1. Aguinis, Herman. Performance Management. Pearson Education, 2023.
2. Armstrong, Michael, and Angela Baron. Managing Performance: Performance Management in Action. Kogan Page, 2022.
3. Daniels, Aubrey C. Performance Management: Changing Behavior That Drives Organizational Effectiveness. 5th ed., Performance Management Publications, 2020.

References

1. HBR Guide to Performance Management. Harvard Business Review Press, 2022.
2. Pulakos, Elaine D. Performance Management: A New Approach for Driving Business Results. Wiley, 2021.Cappelli, P., & Tavis, A. (2021).
3. Cappelli, Peter, and Anna Tavis. Reinventing Performance Management. Harvard Business Review Press, 2021.

Digital Marketing

II BBA I Semester					School of Management			
Code	Category	Hours/Week			Credits	Marks		
	Elective	L	T	P	C	CIE	SEE	Total
		4	0	0	4	60	40	100

Course Objective:

The objective of this course is to provide basic knowledge of digital marketing framework, drivers and online consumer behavior.

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

- Explore the opportunities in digital marketing
- Estimate key elements of marketing in digital era.
- Effectively analyze the digital consumer and his/her behavior.
- Critically evaluate the key drivers of Digital Marketing.
- Describe the current trends and opportunities in Digital Marketing

Unit I

Basics of Digital Marketing: Introduction to Digital Marketing – Evolution of Digital Marketing, Why Digital Marketing, Applications of Digital Marketing, Digital Marketing vs Traditional Marketing, Digital Marketing Framework

Unit II

Marketing in the Digital Era: E-Marketing, The online Marketing Mix, Factors impacting Digital Marketplace, Value Chain Digitization, The Online Marketing Mix, Issues of Online Marketing

Unit III

The Consumer in the Digital World: The Online Consumer, Consumer Behavior on the Internet, Managing Consumer Demand, Integrated Marketing Communications (IMC), Impact of Digital Channels on IMC, CRM in a Web2.0 World

Unit IV:

Business Drivers in the Virtual World: social media, Online Branding, Traffic Building, Web Business Models E-Commerce, Email Marketing, Mobile Marketing, Viral Marketing, Establishing Online Brand

Unit V:

The Contemporary Digital Revolution: Online Communities and Co-creation, Role of Games and apps in marketing, The world of Facebook, Emerging Trends and Concepts, Emerging opportunities in Digital Marketing.

Text Books:

1. Puneet Bhatia, Fundamentals of Digital Marketing, Pearson Education India, 2e, 2019.
2. Vandana Ahuja, Digital Marketing, Oxford University Press, 2015

References:

1. Ian Dodson, The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns, John Wiley & Sons, 2016.
2. Damian Ryan, Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page,2014.
3. Dave Chaffey / Fiona Ellis-Chadwick, Digital Marketing: Strategy Implementation and Practice, Pearson

Inventory Management

BBA II Year II Semester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	Elective	L	T	P	C	CIE	SEE	Total
		4	0	0	4	60	40	100

Course Objectives:

To have a comprehensive understanding of inventory management and its role in supply chain operations. It covers key inventory control techniques, demand forecasting methods, and optimization strategies to minimize costs and enhance efficiency.

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

- Describe the role and significance of inventory in supply chain management.
- Apply different inventory control techniques and models to optimize inventory levels.
- Analyse demand forecasting techniques and their impact on inventory decisions.
- Evaluate the impact of technology such as AI, IoT, and automation in inventory management.
- Develop strategies for reducing inventory costs while ensuring supply chain efficiency.

Unit I:

Fundamentals of Inventory Management: Introduction to Inventory Management, Role of Inventory in Supply Chain Management, Types of Inventories: Raw Material, Work-in-Progress, Finished Goods, MRO, Inventory Costs: Carrying Costs, Ordering Costs, Stockout Costs.

Unit II

Inventory Control Techniques: Economic Order Quantity (EOQ) Model, ABC, XYZ, and HML Analysis, Just-in-Time (JIT) Inventory System, Safety Stock and Reorder Point Calculations, Vendor-Managed Inventory (VMI) and Collaborative Planning.

Unit III

Demand Forecasting and Inventory Optimization: Importance of Demand Forecasting in Inventory Management, Forecasting Methods: Qualitative & Quantitative Approaches, Inventory Optimization Strategies, Bullwhip Effect in Inventory Management.

s

Unit-IV

Technology in Inventory Management: Role of Artificial Intelligence (AI) and Machine Learning in Inventory Control, Internet of Things (IoT) for Real-time Inventory Tracking, RFID and Barcode Technology in Inventory Management, Cloud-based Inventory Management Systems.

Unit-V:

Trends and Challenges in Inventory Management: Sustainable Inventory Management, Reverse Logistics and Inventory Recovery, Challenges in Global Inventory Management, Case Studies on Inventory Management in Leading Companies.

Text books

1. Edward A. Silver, David F. Pyke, Douglas J. Thomas Inventory and Production Management in Supply Chains 4/e, CRC Press, 2021
2. Sunil Chopra and Dharam Vir Kalra, Supply Chain Management: Strategy, Planning, and Operation, 7/e, Pearson, 2024
3. F. Robert Jacobs and Ravi Shankar, Operations and Supply Chain Management, 17/e, McGraw Hill, 2023.

References

1. S N Chary, Production and Operations Management, 6/e, McGraw Hill, 2019.
2. Roberta S. Russell, Venkataramanaiah S; Pavan Kumar G (2023) Operations and Supply Chain Management, 10/e, An Indian Adaptation, Wiley.
3. Cecil Bozarth, Robert Handfield, Introduction to Operations and Supply Chain Management, Global Edition, 5/e, Pearson, 2019.

Python Programming for Business Analytics								
II BBA I Semester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	SEC	L	T	P	C	CIE	SEE	Total
		0	0	2	1	40	60	100

Course Objectives:

This course introduces Python programming with a focus on business data analysis. It enables students to develop practical skills in writing Python programs, handling data using libraries, and applying programming to solve real-world business problems.

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

- Understand the fundamentals of Python programming.
- Apply data structures and control structures to solve problems.
- Use libraries like NumPy and Pandas for data handling and analysis.
- Perform basic data visualization using Matplotlib and Seaborn.
- Write Python programs to solve simple business analytics problems.

Unit I:

Introduction to Python Programming: Basics of programming languages, Installing python and IDEs (Jupyter Notebook, VS Code), Variables, Data types, Type conversion, Input/output, Comments, operators, Writing and executing python scripts

Unit II

Control Structures and Functions: Conditional statements - if, elif, else, **Loops** - for, while, break, continue, **Functions** - defining, calling, arguments, return values, Lambda functions
Exception handling - try, except, finally.

Unit III

Data Structures in Python: Strings, Lists, Tuples, Sets, Dictionaries, List comprehensions and dictionary comprehensions, Iterating and manipulating data structures, Use of built-in functions

Unit-IV

NumPy and Pandas for Data Analysis: Introduction to NumPy - arrays, indexing, slicing, mathematical operations, **Introduction to Pandas** - Series, Data Frames, Data import/export (CSV, Excel), **Data wrangling** - missing values, filtering, sorting, grouping.

Unit-V:

Data Visualization with Python: Introduction to Matplotlib - line, bar, histogram, pie charts, **Introduction to Seaborn** - box plots, scatter plots, heatmaps, **Customizing plots** - titles, labels, legends, colors, Business applications of visual analytics

Textbooks:

1. Reema Thareja, Python Programming Using Problem Solving Approach, Oxford University Press, 2021.
2. Wes McKinney, Python for Data Analysis, O'Reilly Media, 2/e, 2017.

References:

1. Severance, c. Python for everybody: exploring data using python 3, Create space independent publishing platform, 2016.
2. Downey, a. B. Think python: how to think like a computer scientist (3rd ed.). O'reilly media, 2024
3. Grus, J. Data science from scratch: first principles with python (2nd ed.). O'reilly media 2019.

Journey of Entrepreneurship - II

II BBA I Semester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	SEC	L	T	P	C	CIE	SEE	Total
		0	0	2	1	40	60	100

Course Objectives:

This course is an interaction and activity-based course. The objective of this course is introduce students to entrepreneurship and an opportunity to listen to real entrepreneurs and also to explore their motivation to start an enterprise. This is first among the courses to be offered in the entrepreneurship courses series.

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

- Explore their motivation to start an enterprise
- Identify challenges and motivations of entrepreneurship journey
- Identify the elements of entrepreneurship journey
- Get an opportunity to interact with various entrepreneurs
- Present their take aways from interactions with various entrepreneurs

Concepts

- Innovative ideas and start-ups
- Market segments
- Components of entrepreneurship journey
- Approach strategies of successful and failure enterprises
- Types of investors
- Case studies and interactions

Resources

- Interactions with entrepreneurs from various sectors
- Case studies and discussions
- Rahul Saria and Zebra Learn, Startup Finance 360° - Founder's Guide to Startup Finance | Funding, Valuation, Financial Management, and Entrepreneurial Success Strategies for Indian Startups, Zebra Learn Pvt Ltd; First Edition 2023, ; ZebraLearn Pvt Ltd,, Surat, India.
- Peter Thiel, Blake Masters, Zero to One, Random House; 2014
- Eric Ries, The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses, 2011
- Lee Swanson, University of Saskatchewan, Entrepreneurship and Innovation Toolkit, Openpress.USAsk.CA, 2017

BBA II Year II Semester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	OE	L	T	P	C	CIE	SEE	Total
		2	0	0	2	60	40	100

Cross Cultural Management

Course Objective

This course aims to equip students with the knowledge and skills to effectively manage and work in culturally diverse environments, addressing challenges and managing cultural diversity for organizational success.

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

- Explain the fundamental concepts and impact of culture on business practices.
- Apply cultural dimension models to analyze cross-cultural differences.
- Assess the influence of culture on organizations and diversity management.
- Demonstrate effective communication and negotiation across cultures.
- Develop skills to handle ethical issues and build cross-cultural competence.

Unit I

Introduction: Definition, Nature and determinants of culture, Values and beliefs, Facets of culture, Different levels, Dimensions of culture, Types of culture, Impact of culture on business practices.

Unit II

Cultural Dimensions: Hofstede's cultural dimensions, Trompenaars' model of national culture, Edward Hall's high-context and low-context cultures.

Unit III

Culture and Organizations: Culture and organization structures, culture and strategy, Culture and marketing, Cultural diversity, Types and challenges of cultural diversity.

Unit IV

Culture and Communication: Cross cultural communication, Importance and barriers of cross-cultural communication, Cross-cultural negotiation, and Conflict resolution strategies.

Unit V

Culture and Contemporary Issues: Managing multicultural teams, Cultural Intelligence, Cultural dilemma, Ethical issues across cultures.

Textbooks:

1. Thomas, David C., and Mark F. Peterson. Cross-Cultural Management: Essential Concepts. 4/e, Sage Publications, 2017.
2. Trompenaars, Fons, and Charles Hampden-Turner. Riding the Waves of Culture: Understanding Diversity in Global Business. 4/e, McGraw Hill, 2020.

References

1. Hofstede, Geert, Gert Jan Hofstede, and Michael Minkov. Cultures and Organizations: Software of the Mind. 3/e McGraw-Hill, 2010.

2. Schein, Edgar H., and Peter A. Schein. Organizational Culture and Leadership. 5/e, Wiley, 2017.

BBA II Year II Semester					School of Management			
Code	Category	Hours/ Week			Credits	Marks		
	OE	L	T	P	C	CIE	TSEE	Total
		2	0	0	2	60	40	100

Course Objectives:

To understand the risks associated with different functions and activities employed by the organization. To continuously identify, assess, mitigate and monitor the risks. To maintain the risk data base for the organization, integrate the risk management into strategic decision making and track the action items for closure

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

- Assimilate the principles and significance of risk and risk management.
- Develop and Analyse the risk management plan and strategy
- Evaluate the various risk models and frameworks
- Evaluate risk control and risk finance mechanisms
- Appreciate risk management performance

Unit I:

Introduction to Enterprise Risk Management: Definition and importance of Enterprise Risk Management, Traditional Vs Enterprise Risk Management, Risk Management Process – Risk Analysis, Risk Assessment, Risk Treatment, Risk assurance and Reporting. International Risk Trends (economic, geopolitical, environmental)

Unit II

Risk Categories and Identification: Financial Risks (Market, Credit, Liquidity), Operational Risks (Process, Technology, Human Error), Strategic Risks (competitive, regulatory, Reputational), Compliance and legal risks, Emerging Risks (Cybersecurity, environmental, pandemic), Risk identification techniques (SWOT, PESTLE, Scenario analysis), AI/ML for risk prediction.

Unit III

Risk Assessment, analysis, frameworks and standards: Quantitative Vs Qualitative Risk assessment, Risk heat maps and metrics, Key Risk Indicators (KRIs), COSO ERM Framework, ISO 31000 Risk Management standard.

Unit-IV

Risk mitigation and Risk Treatment: Risk avoidance, reduction, sharing and acceptance, Internal controls and compliance mechanisms, Business continuity planning and crisis management, Risk finance mechanisms and role of insurance in risk management, Role of data analytics in risk management

Unit-V:

Risk Governance, Culture and Leadership: Role of Board and Corporate Risk Committee, risk oversight, Corporate Risk culture and Business ethics, Risk Communication and Reporting, Case studies on Governance failures

Text books:

1. Pritchard Carl L, T&F India, Risk Management and Concepts and Guidance., Auerbach Publications, 2014
2. Prantik Mitra. Risk Management Basics: Uncertainty, Perils, Hazards and the Risk Management Process., Notion press, 2020
3. Fraser, Simkins and Narvaez: Enterprise Risk Management: Today's Leading Research and best practices for tomorrow's executives

References

1. Robert Kaplan, Condeleezza Rice et al, HBR 10 must reads on managing Risk., HBR 2020.
2. Perils, Hazards. Risk Management Basics: Uncertainty., Scholarly article.2020

Basic Business Research

II BBA II Semester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	Core	L	T	P	C	CIE	SEE	Total
		3	0	0	3	60	40	100

Course Objectives:

This course aims to introduce students to the fundamental concepts of research, including its types and design. It also equips them with basic data analysis tools and techniques, enabling them to conduct simple research studies and prepare a basic research report effectively.

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

- Demonstrate an understanding of need for research and research process.
- Develop a understanding of sampling and types of samples
- Apply relevant scaling techniques in preparation of questionnaires.
- Have an understanding of various data analysis techniques of research
- Prepare a basic research report

Unit I

Nature and Scope of Business Research: Role of business research in decision making. The Research process, Management decision problem Vs. Business Research objective, Exploratory, Descriptive, Causal research.

Unit II

Sampling and Data Collection Methods: Population, Sampling, Sampling errors, Probability and non-probability sampling types. Types of data, Secondary Data, Primary Data, Methods of Data collection for qualitative and quantitative research.

Unit III

Measurement & Scaling: Primary scales of Measurement - Nominal, Ordinal, Interval & Ratio. Scaling techniques, Likert Scale. Questionnaire design – Types of questions, Content, Wording and Placement.

Unit IV

Data Analysis: Data preparation, Descriptive statistics, Inferential statistics, Parametric and Non- Parametric tests. Introduction Factor Analysis and Discriminant Analysis.

Unit V

Research Report Writing: Introduction, Types of research reports, Elements of research report, Referencing.

Textbooks:

1. Donald R. Cooper & Pamela S. Schindler, Business Research Methods, McGraw-Hill Education, India, 2016.
2. C. R. Kothari & Gaurav Garg, Research Methodology: Methods and Techniques, 4/e, New age International Publishers, 2019.

References:

1. Deepak Chawla and Neena Sondhi, Research Methodology: Concepts and Cases, Vikas Publishing House, India, 2012
2. Bryman A, Business Research Methods, 3/e, Oxford Press, 2011.
3. Das Satya Bhushan & Malhotra Naresh K, Marketing Research: An applied Orientation, 7/e, Pearson India, 2019.

Introduction to Financial Management

BBA II Year II Semester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	Core	L	T	P	C	CIE	SEE	Total
		3	0	0	3	60	40	100

Course Objective:

The course prepares the students to develop the knowledge, skills and techniques in the three important decision areas of Financial Management viz., Financing, investment and dividend. The student applies the time value of money in taking informed decisions keeping in view the overarching objective of wealth maximization of the stakeholders

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

- Calculate the present and future values of money and applying to the financial products
- Evaluate the capital investment decisions applying traditional and DCF(Discounted Cash Flow) Techniques.
- Assess the working capital requirements and compute the operating cycle
- Compute the cost of capital and leverage to make informed financing decisions and design an optimal capital structure.
- To evaluate how the dividend decisions impact the value of the firm.

Unit I:

Introduction to Financial Management: Meaning, scope, and objectives of financial management, Role and functions of a financial manager, **Financial decision areas:** Investment, Financing, and Dividend. Applications of time value of money: present value, future value, Annuities.

Unit II

Capital Budgeting Decisions: Methods of evaluation of capital investment, decisions, Traditional methods: Payback Period, Accounting rate of return, Discounted cash flow techniques: Discounted payback method, Net present value (NPV), Internal rate of return (IRR),Profitability index (PI).

Unit III

Working Capital Management: Concepts of Working Capital: Gross, Net and negative working capital, Factors determining the working capital requirements. Calculation of working capital cycle.

Unit IV

Sources of finance: Equity, Debt, Hybrid instruments and Venture capital**.**

Financing Decisions: Cost of capital: Concept, Components, and calculation of weighted average cost of apital (WACC), **Capital structure theories:** Net income approach, Net Operating Income approach, MM Hypothesis, Trade-off theory, Leverage**:** Operating, Financial, and Combined.

Unit V

Dividend policy: Types of Dividends. Dividend Payout Ratios. Relevance and irrelevance theories, Walter, Gordon models (simple numerical problems), Modigliani and Miller hypothesis (only theory)

Textbooks:

1. Prasanna Chandra, Financial Management, Theory and Practice, 12/e, McGraw Hill Education, 2022.
2. I.M. Pandey, Financial Management , 12/e, Vikas Publishing House, 2021.

Reference Books:

1. Eugene F. Brigham & Joel F. Houston, Essentials of Financial Management 4/e, Cengage Learning, 2021.
2. Richard A. Brealey, Stewart C. Myers, Principles of corporate finance, 13/e, McGraw Hill, 2020.
3. Jonathan Berk and Peter DeMarzo, Corporate Finance, 6/e, Pearson Education, 2022.

Security Analysis & Portfolio Management

BBA II Year II Semester					School of Management			
Code	**Category**	**Hours/Week**			**Credits**	**Marks**		
	Elective	**L**	**T**	**P**	**C**	**CIE**	**SEE**	**Total**
		4	**0**	**0**	**4**	**60**	**40**	**100**

Course Objectives:

The course aims to provide students with a foundation in investment analysis, security valuation, concepts of risk-return trade-offs, bond analysis, portfolio management, and mutual fund performance evaluation.

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

- Develop awareness of the fundamentals of investment and security analysis, including financial markets, instruments, and the Efficient Market Hypothesis
- Analyze risk-return trade-offs and apply valuation models
- Evaluate bond markets by assessing bond pricing, yield measures, and interest rate structures
- Apply modern portfolio theory, including the Markowitz Model, Capital Asset Pricing Model, and Capital Market Line.
- Assess mutual fund performance using Sharpe, Treynor, and Jensen models to make informed investment decisions.

Unit I:

Introduction to Investments and Security Analysis: Objectives of investment, process, Types of financial markets and instruments, Fundamental analysis vs. Technical analysis, Efficient market hypothesis and implications.

Unit II:

Risk and Return Analysis: Concept and types of risk: systematic vs unsystematic, Measuring return: Actual, Expected, Holding period return. **Measuring risk**: Variance, Standard deviation, Beta. Risk-return trade-off and diversification benefits.

Unit III:

Bond Analysis: Types of Bonds, Interest Rate, Terms, Structure of Interest rates, Measuring bond yields - Bond Theorems.

Unit IV:

Portfolio Management and Asset Allocation: Portfolio construction and diversification, Modern portfolio theory (MPT) – Markowitz Model, Capital asset pricing model (CAPM), Capital market line (CML) and Security market line (SML).

Unit V:

Mutual Funds: Types of Mutual fund schemes, Structure, Net asset value (NAV), Risk return, Performance evaluation models - Sharpe model, Treynor model & Jenson model.

Text Books:

1. Frank K. Reilly, Keith C. Brown, and Sanford J. Leeds, Investment Analysis and Portfolio Management, 12/e, Cengage Learning, 2024
2. Prasanna Chandra, Investment Analysis and Portfolio Management, 6/e, McGraw Hill Education, 2021.

Reference Books

1. Donald E. Fischer, Ronald J. Jordan, and Ashwini K. Pradhan, Security Analysis and Portfolio Management, 7/e, Pearson Education, 2018.
2. Zvi Bodie, Alex Kane, Alan J. Marcus, and Pitabas Mohanty, Investments, 11/e, McGraw Hill Education, 2019.

BBA II Year II Semester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	Elective	L	T	P	C	CIE	SEE	Total
		4	0	0	4	60	40	100

Learning and Development

Course Objective:

The course aims to introduce students to learning and development concepts like designing training programs and methods to evaluate the training.

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

- Describe the fundamental concepts of the learning process
- Analyze training needs assessments in an organization.
- Assess approaches to design effective training programs
- Compare training evaluation models
- Demonstrate an understanding of contemporary issues in training and development

Unit I

Introduction to Learning: Phases in learning, learning process, Learning vs. training, Principles of learning, Kolb's Learning Cycle, Experiential learning, Andragogy.

Unit II

Training Need Assessment: Purpose of training need assessment, needs assessment process, Methods used in needs assessment. Challenges in training needs assessment.

Unit III

Design and Implementation of Training: Training design process, Approaches to programme design, ADDIE model, Training methods, Trainers and training styles, Role of trainers and facilitators.

Unit-IV

Training Evaluation: Stages of evaluation, Different evaluation models, Donald Kirkpatrick's evaluation Model, Determining return on investment, Measuring human capital and training activity, Galvin's CIPP model.

Unit-V

Contemporary Issues in Training and Development:Introduction to development, Use of new technologies for training delivery, Learning management systems (LMS), Coaching, Mentoring, Personal developmental plans, Management development programs.

Textbooks

1. Noe, Raymond A. Employee Training and Development. 9/e, McGraw Hill, 2022.
2. Blanchard, P. Nick, and James W. Thacker. Effective Training: Systems, Strategies, and Practices. 7/e. SAGE Publications, 2023.

References

1. Bhattacharyya, Dipak Kumar. Training and Development: Theories and Applications. SAGE Publications, 2015.
2. Lynton, Rolf P., and Udai Pareek. Training for Development. 3/e, Sage Publications, 2012.

Advertising & IMC

II BBA II Semester					School of Management			
Code	**Category**	**Hours/Week**			**Credits**	**Marks**		
	Elective	L	T	P	C	CIE	SEE	Total
		4	0	0	4	60	40	100

Course Objective:

The course enables the students to understand role of different elements of promotion mix and appreciate the effectiveness of different media.

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

- Describe promotion mix elements
- Generate different types of media plans
- Identify methods to generate creative advertising strategies
- Describe functions of advertising agencies
- Compare various methods of budgeting in IMC

Unit I

Promotion Mix and Communication Process – Components of promotion mix – advertising, sales promotion, personal selling, public relations, direct marketing; Communication process – source, message, content, structure, encoding, channel, decoding; models and framework; FCB Model, 5Ms Model.

Unit II

Media Planning – Mass media, Unconventional media, Media planning, Media buying, Audience measurements.

Unit III

Creativity in Advertising – Role of creativity in advertising, Creative process, Role of research – focus groups, ethnography, Big Idea, Unique Selling Proposition, Positioning, Creative execution.

Unit IV:

Advertising Agencies – Types of advertising agencies, Functions – Account planning, Client servicing, Creative, Copywriting, Media planning, Specialized agencies

Unit V:

Budgeting and IMC–Different ways of allocating budget, Need and scope of IMC, IMC planning and strategies, Role of IMC in branding.

Text Books:

1. George E Belch and Michael A Belch, Advertising and Promotion: An Integrated Marketing Communication; McGraw Hill, 2023
2. Kruti Shah and Alan D'Souza, *Advertising and Promotion: An IMC Perspective*; McGraw-Hill
3. S Ramesh Kumar, Anup Krishnamurthy, Advertising, Brands and Consumer Behaviour: The Indian Context; Sage Publications; First Edition; 2020

References:

1. www.afaqs.com
2. Business Today
3. Businessworld

Fundamentals of Quality Management

BBA II Year I Semester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	Elective	L	T	P	C	CIE	SEE	Total
		4	0	0	4	60	40	100

Course Objectives:

- To identify quality as a differentiator, learn and apply quality measurement systems to understand the application of different quality management methods.

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

- Apply the quality principles in day to day activities.
- Describe the methodology and components and dimension of quality
- Use various tools used in quality for assessment and improvement
- Demonstrate the use of various tools for quality improvement.
- Describe various standards and accreditation systems associated with quality

Unit I:

Introduction to Quality: Need for quality, Quality concept, and definition, Evolution of quality, Quality gurus and their contribution to the quality, Quality dimensions and benefits of quality and barriers.

Unit II

Components of quality: Key components of quality, quality planning, quality implementation, quality control and its components, methodology, benefits, Quality dimensions – definitions and methodology of measurement of each dimension.

Unit III

Tools and techniques of quality: 7 Quality tools - definitions, concepts and its application areas. Introduction to Quality improvement methodologies, and their associated tools using flow charts and process mapping.

Unit-IV

Measurement of quality: Tools of measurement - PDCA, 5S, Benchmarking, Six Sigma, Quality circles - Their concepts, uses, and methodology.

Unit-V:

Quality standards: Standards, Certifications, Awards, Accreditations in quality, Similarities, and differentiators between all of them, Deming Award, Malcolm Baldridge quality award, ISO, Domain-specific accreditations like NAAC.

Text books:

1. Stoner, Freeman and Gilbert, Jr. Management, 6/e, Pearson Education, New Delhi, 2018.
2. Koontz, Weihrich & Arya Sri, Principles of Management, TMH, New Delhi, 2007

3. Dale H. Bester Field, et al., Total Quality Management, Pearson Education Asia, 3/e, Indian Reprint 2003.
4. Shridhara Bhat. K., Total Quality Management: Text and cases., Himalaya publishing house, 2017

References:

1. Dale H. Bester Field, et al., Total Quality Management, Pearson Education Asia, 3/e, Indian Reprint 2003.
2. Shridhara Bhat. K., Total Quality Management: Text and cases., Himalaya publishing house 2017.
3. James R. Evans and William M. Lindsay, The Management and Control Quality, 6/e, South-Western, Thomson Learning, 2005.
4. Oakland, J.S. TQM – Text with Cases", Butterworth – Heinemann Ltd., Oxford, 3/e, (2003).
5. Suganthi, L and Anand Samuel, Total Quality Management, Prentice Hall (India) Pvt. Ltd. 2006.

Financial Institutions, Markets & Services

BBA II Year I Semester					School of Management			
Code	**Category**	**Hours/Week**			**Credits**	**Marks**		
	Elective	**L**	**T**	**P**	**C**	**CIE**	**SEE**	**Total**
		4	**0**	**0**	**4**	**60**	**40**	**100**

Course Objective:

The objective of this course is to introduce the students to the role and functioning of financial markets. The student develops an awareness of various financial products which are traded in the financial markets and the associated institutions

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

- Analyse the role of the financial system in Economic Development.
- Explain the capital market and instruments
- Identify the sources and instruments of money markets
- Understand the nature and function of merchant banking
- Explain financial inclusion and evaluate the impact of global changes on financial markets

Unit I:

Overview of Financial System: Structure and components of the financial system, Functions of financial system, Financial assets and instruments, Financial markets vs Financial institutions, Role of financial system in economic development

Unit II:

Capital Markets: Introduction to the capital market, Functions and objectives of the capital market, Growth of the capital market in India.

Unit III:

Money Market: Introduction to money market, Functions and objectives of money market. Growth of money market in India.

Unit IV:

Financial services & Instruments: Merchant banking and investment banking, Underwriting and credit rating services, Leasing and Hire purchase, Factoring and Forfaiting, Venture capital and Private equity.

Unit V:

Financial Inclusion and the Impact of Global Changes:
Financial Inclusion: Concepts, Importance, and strategies for promoting financial access to underserved populations.
Impact of Global Changes on Financial Markets: Economic globalization, Geopolitical risks, and International financial flows.

Text Books:

1. M.Y. Khan, Indian Financial System - Theory and Practices, Tata McGraw Hill, 10/e, 2017,
2. Pathak Bahrathi, Indian Financial System, Pearson Education, 5/e, 2018,

References:

1. Bhaskaran, Microfinance - Perspectives and Operations, Macmillan Education, 2/e, 2017

BBA II Year II Semester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	Elective	L	T	P	C	CIE	SEE	Total
		4	0	0	4	60	40	100

Compensation Management

Course Objective

The course aims to provide an understanding on principles and basic concepts of compensation management in organizations and discusses about dealing with employees and compensation methods.

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

- Explain the various approaches of compensation management
- Analyze methods of determining compensation
- Explore individual and group compensation plans.
- Evaluate various benefits provided by the organizations and the factors effecting reward management policy.
- Identify the contemporary global compensation practices.

Unit I

Introduction to compensation: Types of compensation, Components of compensation, Perceptions of pay fairness, Legal framework and its impact on pay systems, Term and conditions, Legal compliances.

Unit II

Managing Compensation: Determining compensation, equitable compensation model, Wage mix, Development of a base pay system, Job evaluation systems, Compensation surveys, Wage curve, and Pay grades.

Unit III

Variable Pay: Individual incentive plans: Piecework, Standard hour plan, Bonuses, Merit pay, Group incentive plans: Gain sharing incentive plans, Group bonuses, Enterprise incentive plans: Profit sharing plans, ESOP.

Unit IV

Managing Employee Benefits: Employee benefit programs: Social security benefits, Retirement benefits, Health care benefits, Paid Time-off, employee benefits required by law, Discretionary major employee benefits.

Unit V

Recent Trends in Compensation: Gig Economy and freelance compensation, Hybrid work compensation models, AI in compensation benchmarking, non-monetary compensation trends.

Text Books

1. Martocchio, Joseph J.Strategic Compensation: A Human Resource Management Approach. 11/e, Pearson, 2024.
2. Singh, B. D.Compensation and Reward Management. 4/e, Excel Books, 2022
3. Milkovich, Newman & Gerhart, Compensation, 12/e, TMH, 2020.
4. Richard I. Henderson, Compensation Management in a Knowledge-Based World, Pearson Education, 2020.

Reference Books

1. Luis R. Gomez-Mejia & Steve Werner, Global compensation - Foundations and perspectives, Routledge, 2008.
2. Joseph J. Martocchio, Strategic Compensation, 10/e, Pearson Education, 2018.
3. B D Singh, Compensation and Reward Management, Excel Books, 2017

Services Marketing

II BBA II Semester					School of Management			
Code	Category	Hours/Week			Credits	Marks		
	Elective	L	T	P	C	CIE	SEE	Total
		4	0	0	4	60	40	100

Course Objective:

The purpose of this course is to acquaint the students with the unique challenges faced by service marketers and aid students in developing skills and perspectives for marketing of services.

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

- Design customer relationship strategies for services' customers
- Experiment by designing and redesigning service processes
- Design competitive pricing for services
- Make optimal decisions on service promotion.
- Develop marketing strategies for service products.

Unit I

Introduction to Services Marketing: Service economy, Globalization of services, Service characteristics. Classification of services, Tangibility spectrum, Services management triangle, Services marketing mix, Sectoral perspective of services (Travel and Tourism, Healthcare, Retail, Telecom, Banking, Insurance), Servitization of products – new trends.

Unit II

Consumer perspective: Understanding and managing customer service expectations, Zone of Tolerance, Factors that influence Consumer perception of service.

Unit III

Service Design: Moments of truth, Designing the service, New service development stages, Flower model of service, Planning a service process, Service Blueprint, Managing demand and capacity in services, Service encounters, Gaps model, SERVQUAL

Unit IV:

Pricing, people and delivery: Service pricing approaches and strategies (including subscription of services such as SaaS), Service delivery, Employee role in services, Service profit chain, Customer's role in service delivery, Strategies for enhancing customer participation.

Unit V:

Service Promotion and Physical Evidence: Setting communication strategies for services, Meeting customer-defined service standards, Physical Evidence and the service scape, Promotion of services.

Text Books:

1. Valarie Zeithaml, Mary Jo Bitner, Dwayne Gremler, Services Marketing Integrating customer focus across the firm, 8/e, McGraw Hill, 2023.
2. Jochen Wirtz, Christopher Lovelock, Services Marketing: People, Technology, Strategy, 9/e, World Scientific, 2023.
3. Vinnie Jauhari, Kirti Dutta, Services Marketing-Text and Cases, Oxford University Press, 2/e, 2017.

References:

1. Douglas Hoffman, E.G. Bateson, Services Marketing, Concepts, Strategies and Cases, 5/e, Cengage Learning, 2017.
2. Ramneek Kapoor, Justin Paul, Biplab Halder, Services Marketing - Concepts and Practices, Tata McGraw-Hill Education, 2011.

Logistics and Global Supply Chain

BBA II Year II Semester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	Elective	L	T	P	C	CIE	SEE	Total
		4	0	0	4	60	40	100

Course Objectives

This course aims to provide students with a thorough understanding of the global supply chain concepts and their relevance in the modern business environment.

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

- Understand the key concepts and strategies involved in managing global supply chains.
- Analyze the challenges and opportunities in global sourcing and logistics management.
- Apply modern technologies and tools to enhance the efficiency of global supply chains.
- Demonstrate an understanding of risk management and mitigation strategies in the global supply chain.
- Assess the impact of globalization on supply chains and its environmental and ethical implications.

Unit I:

Introduction to Global Supply Chain Management: Definition and Scope of Supply Chain Management (SCM); Key Components of a Supply Chain (Suppliers, Manufacturers, Distributors, Retailers, and Customers); Importance of Global Supply Chains in Business; Challenges in Global Supply Chain Management; Key Trends and Developments in Global Supply Chains.

Unit II

Global Logistics and Distribution: Fundamentals of Global Logistics; Transportation Management in Global Supply Chains; Warehousing and Distribution Channels; Customs Regulations and Import/Export Procedures.

Unit III

Global Sourcing and Procurement: Sourcing Strategies for Global Supply Chains; Risk Management in Global Sourcing; Global Procurement Processes and Best Practices; Strategic Partnerships and Alliances in Global Supply Chains; Role of Technology in Global Sourcing.

Unit-IV

Technology and Innovation in Global Supply Chains: Role of Information Technology in Supply Chain Management; Use of ERP and SCM Software; Role of Internet of Things (IoT) and Big Data

Analytics in Supply Chain Decision-Making; Artificial Intelligence and Automation in Global Supply Chains.

Unit-V:

Ethics and Sustainability in Global Supply Chains: Ethical Issues in Global Supply Chains; Sustainable Sourcing and Green Supply Chain Practices; Environmental Impact of Global Supply Chains; Circular Supply Chains and Recycling.

Text books

1. Mangan, J., & Lalwani, C. Global logistics and supply chain management. John Wiley & Sons, 2016
2. Sanders, N. R. Supply chain management: A global perspective. John Wiley & Sons, 2020.
3. Branch, A. E. Global supply chain management and international logistics. Routledge, 2008.

References

1. Christopher, M. Logistics and supply chain management. Pearson UK, 2020
2. Journal of Global Optimization.

Power BI for Business Analytics								
II BBA II Semester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	SEC	L	T	P	C	CIE	SEE	Total
		0	0	2	1	40	60	100

Course Objectives:

This course equips students with essential skills in data visualization using Microsoft Power BI. It covers fundamental visualization principles, creation of basic and advanced visuals, and building interactive dashboards to support business decision-making.

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

- Understand the foundations and importance of data visualization in business.
- Apply visualization design principles and choose appropriate chart types.
- Use Power BI to connect to various data sources and create basic visuals.
- Design advanced and customized visualizations in Power BI.
- Build and deploy interactive dashboards for business analysis.

Unit I:

Fundamentals of Data Visualization: Definition, history, and evolution of data visualization, Importance and role of visualization in business analytics, Types of data (categorical, numerical, time-series, geospatial), Overview of visualization tools and techniques, Chart and graph types: comparisons, trends, relationships, distributions, **Principles of effective visualization** - clarity, accuracy, engagement, Common design pitfalls and how to avoid them.

Unit II

Getting Started with Power BI: Introduction to Power BI and its components (Desktop, Service, Mobile), Installing and setting up Power BI Desktop, Navigating the Power BI interface and workspace, Connecting to data sources: Excel, CSV, web, databases, Data transformation using Power Query Editor (basic cleaning and shaping)

Unit III

Creating Basic Visualizations in Power BI: Column, bar, line, area, pie, and doughnut charts, Card and multi-row card visuals, **Visual formatting basics** - colors, labels, legends, titles, Sorting and filtering visuals, Understanding visual interactions and layering.

Unit-IV

Advanced Visualizations and Customization: Advanced visuals - KPIs, tables, matrix, gauge, funnel, waterfall, Conditional formatting, tooltips, and data labels, Custom visual marketplace and integration, Using bookmarks, buttons, and drill-through, Themes and templates for consistent design.

Unit-V:

Interactive Dashboards and Best Practices: Designing interactive dashboards using slicers and filters, **Creating navigation experiences** - buttons, pages, bookmarks, Publishing reports to Power BI Service, Sharing and collaborating on dashboards, Best practices for dashboard layout and storytelling, Real-life business scenarios and mini project.

Textbooks:

1. Mehta, A., & Sharma, H. Getting Started with Power BI. BPB Publications, 2021.
2. Gohil, R. Mastering Microsoft Power BI. Packt Publishing, 2022.

References:

1. MacGillivray, B. *Pro Power BI Desktop*. Apress, 2020.

Business Numeracy

II BBA II Semester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	SEC	L	T	P	C	CIE	SEE	Total
		0	0	2	1	100	-	100

Course Objectives:

This course aims to provide students develops skills to draw inferences from numbers, read data in the form of statistics, graphs and diagram and interpret data.

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

- Compute arithmetic average.
- Compare graphs, diagrams and identify the trends.
- Normalization of data available.
- Analyze interest rates and EMI's.
- Quick math and estimation.

Exercises on computation of the following:

- Measures of Central Tendency.
- Problem Solving with Ratios and Rates.
- Data Visualization.
- Data Sufficiency & Critical Evaluation.
- Correlation and Causation.
- Normalization for Comparison.
- Inflation and Real Value.
- Number Systems and Conversions (Indian & International)
- Currency Conversions.
- Percentages and Proportions.
- Compounded Annual Growth Rate (CAGR).
- Interest Rates and Loan Amortization.

References

1. Dr. R.S Aggarwal ,Quantitative aptitude in English, S.Chand Publication.

Project Management

BBA III Year I Semester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	Core	L	T	P	C	CIE	SEE	Total
		3	0	0	3	60	40	100

Course Objectives:

This is an introductory course on Project Management. It helps students visualize different elements -tasks and activities of a project and to understand the interrelationship between various tasks and activities.

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

- Describe the basic concepts of Project Management.
- Appreciate the different approaches to project screening.
- Evaluate the different risk factors in project execution.
- Handle a successful project with the team functional cooperation.
- Apply CPM and PERT Techniques in project management

Unit I:

Introduction: Principles, importance, role of a project manager, Project Lifecycle and its Phases, Organization Strategy and Structure, Format of Organization Structure.

Unit II:

Planning and Identification: Defining Project Scope and Scope Creep, Project Identification Process, Project Scheduling: Work Breakdown Structure (WBS), Approaches to Project Screening, Project Planning, and Project Charter.

Unit III:

Project Execution: Initiating the Project, Controlling and Reporting, Project Objectives, Risk Management-Meaning, factors, four Stage Process.

Unit IV:

Leading Project Teams: Building a Project Team, Characteristics of an Effective Project Team, Team Dynamics, Achieving Cross-Functional Cooperation, Virtual Project Teams.

UNIT V :

Tools in Project Management: Gantt charts, PERT and CPM techniques. Problems on CPM and PERT, Future Trends in Project Management, and Introduction to widely used project management tools (Microsoft Project, Jira, Asana, Trello, Zoho, etc.).

Textbooks

1. Gray, Larson, Rohit Joshi Project Management, Tata McGraw Hill, 8th edition, 2021.
2. Jeffery K. Pinto, Project Management, Pearson Education, 5th Edition, 2020

References:

1. A Guide to The Project Management 7th Edition, PMI, 2021
2. Albert Lester Project Management - Planning and Control, Elsevier Science & Technology Books, 2006.
3. R. Panneerselvam., P. Senthil Kumar, Project Management, PHI, 2009.
4. Thomas M. Cappels, Financially Focused Project Management, SPD, 2003.

Cost & Management Accounting

BBA III Year I Semester					School of Management			
Code	Category	Hours/Week			Credits	Marks		
	Core	L	T	P	C	CIE	SEE	Total
		2	0	0	2	60	40	100

Course Objective:

This course introduces the fundamentals of cost and management accounting and their role in managerial decision-making.

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

- Identify and define various elements of cost and cost classification.
- Prepare cost sheets and calculate unit cost for products or services.
- Analyze cost behavior and apply marginal costing techniques.
- Evaluate decisions using budgeting and variance analysis tools.
- Develop strategies using relevant cost analysis for managerial decisions

Unit I:

Introduction to Cost and Management Accounting: Meaning, Objectives and scope of cost accounting, Distinction between cost accounting, financial accounting and Management accounting, Cost concepts and cost classification.

Unit II:

Elements of Cost and Cost Sheet: Direct and indirect costs, Material, Labour, Expenses Preparation of cost sheet, Overheads: Allocation and apportionment

Unit III:

Cost Volume Profit Analysis: Concept of marginal costing, Contribution, P/V ratio, Break-even analysis, Decision-making: Make or buy, shut down or continue.

Unit IV:

Budgetary Control and Standard Costing: Types of budgets: Flexible, Sales, Production, Cash, Standard costing and variance analysis: Material, Labour, Overhead variances (Simple Problems).

Unit V:

Emerging Trends and Strategic Cost Management: Activity-Based Costing (ABC), Target costing, Life cycle costing, Cost control vs. Cost reduction, Role of management accounting in decision making.

Text Books:

1. Arora, M.N. Cost and Management Accounting, 12/e, Himalaya Publishing, 2024
2. Drury, Colin – Management and Cost Accounting – 11/e Cengage Learning, 2020

Reference Books

3. Donald E. Fischer, Ronald J. Jordan, and Ashwini K. Pradhan, Security Analysis and Portfolio Management, 7/e, Pearson Education, 2018.
4. Zvi Bodie, Alex Kane, Alan J. Marcus, and Pitabas Mohanty, Investments, 11/e, McGraw Hill Education, 2019.

Introduction to Trading Strategies

BBA III Year I Semester					School of Management			
Code	**Category**	**Hours/Week**			**Credits**	**Marks**		
	Elective	**L**	**T**	**P**	**C**	**CIE**	**SEE**	**Total**
		4	**0**	**0**	**4**	**60**	**40**	**100**

Course Objective:

This course aims to provide a comprehensive understanding of the dynamics and structure of emerging financial markets.

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

- Describe key characteristics and challenges of trading in emerging markets.
- Analyze trading instruments and exchange systems used in Ems (emerging markets).
- Apply analytical tools and design trading strategies.
- Perform technical and fundamental analysis
- Incorporate risk management techniques and regulatory compliance into strategy development.

Unit I:

Overview of Emerging Markets and Their Financial Systems: Characteristics of emerging markets. Economic structures and financial institutions. Market volatility and institutional investor flows, Impact of macroeconomic variables (inflation, interest rates, FX)**.**

Unit II:

Market Microstructure and Trading: Exchange systems, Liquidity, and trading platforms

Instruments: Equities, ETFs, Options, Futures, Currencies, Margin trading, Short selling, Leverage, Role of domestic vs. Foreign institutional investors

Unit III:

Trading Strategies in Emerging Markets: Trend following, Momentum strategies. Mean reversion, Pair trading, News-based trading, Sector rotation and top-down strategies, Strategy back-testing frameworks.

Unit IV:

Technical and Fundamental Analysis: Technical indicators: RSI, MACD, moving averages, Bollinger bands, Support and resistance levels, Chart patterns,

Company valuation metrics in Ems (Emerging Markets): P/E, P/B, ROE, DCF basics, Use of screeners and EM-specific data sources

Unit V:

Risk Management and Regulatory Environment: Risk types: Market, Liquidity, Operational. Position sizing, Stop-loss, Portfolio allocation, Regulatory frameworks: SEBI (India), CVM (Brazil), SEC (Vietnam)

Textbooks

1. Larry Harris, Trading and Exchanges, Market Microstructure for Practitioners, Oxford University Press, 2021
2. Andrew Freeman, Emerging Markets, A Practical Guide for Corporates, Lenders and Investors, Wiley, 2022

Change Management and Organization Development

BBA III Year I Semester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	Elective	L	T	P	C	CIE	SEE	Total
		4	0	0	4	60	40	100

Course Objective

This course aims to provide an understanding of organizational change and the challenges in implementing and sustaining change in organizations.

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

- Explain concepts and types of change.
- Demonstrates an understanding of models of organizational change
- Identifies the opportunities of change and readiness to change.
- Analyze the key drivers of change and their impact on business performance
- Demonstrate an understanding of fundamentals of Organizational development

Unit I

Basics of Change: Meaning, nature of change, Process of organizational change, types of change, Levels of change, Value-based change, change programs, change levers, Change as transformation.

Unit II

Theories of change: Models of change – Kurt Lewin's change model, Kubler-Ross change model, A.J. Leavitt's model, Kotter's change model, Beckhard's and Harris change formula. ADKAR model, Action research.

Unit III

Resistance to Change: Resistance to change, Sources of resistance to change-Individual, organizational sources, Recognizing resistance, Methods for dealing with resistance to change, Role of communication in managing change.

Unit IV

Implementing and managing Change: Steps in change implementation, change agents and their role, Qualities of change agents, Overcoming challenges during the change process, Monitoring and evaluating change initiatives, Strategies for sustaining change, Measuring change effectiveness, Role of technology in driving change, Ethical considerations in change processes, Emerging trends in change management.

Unit V

Organizational Development: Introduction to organizational development, Scope and importance of OD, Process of OD, Evolution of OD, Types of OD interventions, Competencies of OD practitioners, Challenges of OD practitioners.

Text Books

1. Nilakant, V., and S. Ramnarayan. *Change* Management: Altering Mindsets in a Global Context. 2/e, SAGE Publications, 2018
2. Anderson, Donald L. Organization Development: The Process of Leading Organizational Change, United Kingdom, SAGE Publications, 2023.

Reference Books

1. Cameron, Esther, and Green, Mike. Making Sense of Change Management: A Complete Guide to the Models, Tools and Techniques of Organizational Change. United Kingdom, Kogan Page, 2024.
2. Lauer, Thomas. Change Management: Fundamentals and Success Factors. Germany, Springer Berlin Heidelberg, 2020.
3. Palmer, Ian, et al. EBOOK: Managing Organizational Change: A Multiple Perspectives Approach (ISE). United Kingdom, McGraw-Hill Education, 2016

Retail Management

III BBA I Semester					School of Management			
Code	Category	Hours/Week			Credits	Marks		
	Elective	L	T	P	C	CIE	SEE	Total
		4	0	0	4	60	40	100

Course Objective:

The course enables the students to understand different aspects of frontend and backend retail store operations.

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

- Appreciate the role of retailers in markets.
- Explain various types of retail location options
- Evaluate various types of merchandise planning
- Develop awareness of various retail operations.
- Compare various merchandise presentation techniques

Unit I

Introduction–Functions of retailers, Types of retailers, Formats (store–and non-store based), Multichannel Retailing, Omnichannel retailing, Franchising, Indian retail scenario.

Unit II

Location – Shopping Centers, Freestanding sites, Malls, Factors in deciding store locations, Trade Area, Site selection

Unit III

Merchandise Planning - Merchandise categories, Types of merchandising, Control systems for different merchandise, Brand alternatives, Sourcing merchandise, Vendor selection and Negotiations, Vendor evaluation

Unit IV:

Retail Operations–Store layout and design, Types of layout, Planogram, Category Management, Promoting merchandise, Store promotion, Pricing

Unit V:

Store Atmospherics – Visual merchandising, Use of fixtures and props, Creative presentation of merchandise, Creating an attractive store atmosphere–sensory appeal

Text Books:

1. Barry Berman, Joel R Evans, Chatterjee P; Retail Management: A Strategic Approach, 13/e, 2021, Pearson

2. Michael Levy, Barton Weitz, Dhruv Grewal, Retailing Manag McGraw-Hill, 2023.

References

1. Retail Management: Text & Cases; Arunangshu Giri, Pradip Paul, Satakshi Chatterjee; Prentice Hall India, 2022

Procurement and Sourcing Management

BBA III Year I Semester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	Elective	L	T	P	C	CIE	SEE	Total
		4	0	0	4	60	40	100

Course Objectives:

The objective of this course is to equip students with the knowledge and skills to strategically manage the acquisition of goods and services, focusing on cost optimization, supplier relationships and efficient supply chain operations.

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

- Understand the fundamental concepts of procurement and sourcing in business.
- Analyse different procurement strategies and supplier relationship management.
- Understand the role of suppliers and Negotiation Strategies, along with supplier performance measurement
- Explore legal, ethical, and sustainable procurement practices.
- Study emerging trends and technologies in procurement and sourcing.

Unit I:

Introduction to Procurement & Sourcing: Definition, Importance, and Scope of Procurement, Differences Between Procurement, Purchasing, and Sourcing, Procurement's Role in Supply Chain Management, Types of Procurement: Direct vs. Indirect, Goods vs. Services

Unit II

Procurement Strategies & Planning: Procurement Planning Process, Make or Buy Decision Analysis, Supplier Selection Criteria, Total Cost of Ownership (TCO) and Value-Based Procurement, Sustainable and Green Procurement, AI and automation in Procurement

Unit III

Supplier Relationship Management: Supplier Evaluation and Selection, Vendor Management and Negotiation Strategies, Supplier Performance Measurement, Global Sourcing vs. Local Sourcing

Unit-IV

Risks, Legal and Ethical Aspects of Procurement: Contract Management and Legal Framework in Procurement, Procurement Policies and Compliance, Ethical Issues in Procurement and Supplier Code of Conduct, Identify procurement Risks and mitigation strategies, Supply Chain disruption and contingency planning, Fraud prevention in procurement

Unit-V:

Procurement Process and E-Procurement: Procurement Cycle and Workflow, Request for Quotation (RFQ), Request for Proposal (RFP), and Purchase Orders (PO), E-Procurement and Digital Sourcing Tools, Role of ERP Systems in Procurement

Text books:

1. Sunil Chopra and Dharam Vir Kalra (2024). Supply Chain Management: Strategy, Planning, and Operation. Edition 7, Pearson.
2. Monczka, R., Handfield, R., Giunipero, L., & Patterson, J. (2020). Purchasing and Supply Chain Management.
3. Burt, D. N., Petcavage, S., & Pinkerton, R. (2019). Supply Management.
4. Lysons, K., & Farrington, B. (2020). Procurement and Supply Chain Management

References

1. Roberta S. Russell, Venkataramanaiah S; Pavan Kumar G (2023) Operations and Supply Chain Management, 10/e, An Indian Adaptation, Wiley.
2. Cecil Bozarth, Robert Handfield (2019) Introduction to Operations and Supply Chain Management, Global Edition, 5/e, Pearson.

Derivatives

BBA III Year II Semester					School of Management			
Code	Category	Hours/Week			Credits	Marks		
	Elective	L	T	P	C	CIE	SEE	Total
		4	0	0	4	60	40	100

Course Objective:

The course enables the students to acquire basic knowledge of derivative instruments, their practical applications, and their significance in financial markets. The course provides the students with the knowledge of options and trading with options and hedging strategies.

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

- Develop an awareness of the role of and the participants in the derivatives market.
- Arrive at simple pricing strategies using futures and options
- Apply the basic principles of option valuation in option trading
- Analyze how swap contracts help in financial risk mitigation and financial planning**.**
- Apply hedging strategies to minimize risks in different asset classes such as stocks, commodities, and currencies**.**

Unit I:

Introduction to Derivatives: Meaning and definition of derivatives, importance and Role of Derivatives in financial markets, Participants in the derivatives market: Hedgers, Speculators, Arbitrageurs.

Unit II:

Forwards and Futures: Forwards and Futures pricing and valuation - Futures and Forwards, Risk management using futures, Introduction to currencies, Commodity and interest rate futures

Unit III:

Options: Concept of Options, Types, Option valuation, Option positions, Naked and covered options, Underlying assets in exchange, Determinants of option prices, Basic principles of option trading

Unit IV:

SWAPS: Concept, Nature, Evolution and features of Swap, Types of financial swaps, Interest rate swaps, Currency Swap.

Unit V:

Hedging: Concept- Model basic long and short hedges, Cross hedging, basic risk and hedging, Basic risk v/s price risk, Hedging effectiveness, Hedging objectives, Management of hedges.

Text Books:

1. N R Parasuraman, Derivatives and Risk Management, 4/e, Mc Graw Hill, 2021
2. S.L. Gupta, Financial Derivatives, Theory, Concepts & Problems, 2/e, PHI, 2017

References

1. Obiyathulla Ismath Bacha, Financial Derivatives Markets and Application, 5/e, World Scientific Publishing Company, 2023
2. Robert EBooks and Don M.Chance, Foundations of the Pricing of Financial Derivatives, Theory and Analysis, 1/e, Wiley, 2024
3. Hull, J.C. Options Futures and other Derivatives, 11/e, Pearson Education India, 2022

HR Analytics								
BBA III Year I Semester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	Elective	L	T	P	C	CIE	SEE	Total
		4	0	0	4	40	60	100

Course Objective

This course aims to help students understand how to use data and analytics to make smarter HR decisions, improve organizational performance, and apply practical tools for managing, analyzing, and predicting HR-related outcomes.

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

- Explain the basics of HR analytics, key metrics, and ethical issues in data-driven HR decision-making.
- Identify and manage different types of HR data, ensuring quality and accuracy.
- Use tools like Excel and Power BI to organize and visualize HR data effectively.
- Analyze HR trends using descriptive analytics and create insightful dashboards.
- Apply predictive models to forecast HR outcomes like attrition, hiring, and performance.

Unit I

Foundations of HR Analytics: Evolution and scope of HR analytics, Role of analytics in enhancing organizational performance, Data-driven decision making in HR, Key HR metrics and KPIs, Ethical considerations and data privacy in HR Analytics.

Unit II

HR Data Management: Types of HR data - Structured and unstructured, **Datafication in HR:** Turning activities into measurable data, **Sources of HR data:** HRIS, ATS, Surveys, and Other Platforms, Data cleaning, Validation, and Data quality management.

Unit III

Tools for Data Management and Visualization: Excel, Google Sheets, HRIS systems, Power BI (Intro Level), **Data visualization techniques:** Charts, Pivot tables, Heat maps, etc.

Unit-IV

Descriptive Analytics in HR: Workforce demographics analysis, Ratio and trend analysis, Scorecards and dashboards for HR reporting

Unit-V

Predictive Analytics and Applications: Introduction to predictive analytics in HR, Applications - Attrition prediction, Hiring analytics, Performance forecasting, **Predictive Modeling Techniques a. Regression models**: Linear Regression, Logistic Regression, **b. Classification models**: Decision Trees, Random Forests, Support Vector Machines (SVM).

Textbooks

1. Bhattacharyya, D. K.. HR analytics: Understanding theories and applications 2/e. Pearson.2023

2. Mande, A., Patil, V., Patil, K. S., Sinha, P. K., & Kumbhar, S. HR analytics: A textbook. Himalaya Publishing House.2025

References

1. Bernard Marr, Data-Driven HR: How to Use Analytics and Metrics to Drive Performance, Kogan Page, 2018.
2. Ramesh Soundararajan & Kuldeep Singh, Practitioner's Guide to HR Analytics, Sage Publications, 2017.

Journals

1. Journal of Human Resource Analytics – Emerald Publishing
2. International Journal of Human Resource Studies – Macrothink Institute
3. HR Analytics Review – NHRD Network

Customer Relationship Management

III BBA I Semester					School of Management			
Code	**Category**	**Hours/Week**			**Credits**	**Marks**		
	Elective	**L**	**T**	**P**	**C**	**CIE**	**SEE**	**Total**
		4	**0**	**0**	**4**	**60**	**40**	**100**

Course Objective:

Understand CRM strategy development, implementation and the applications of CRM in digital media.

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

- Identify the need and implications of customer relationship management in an organization.
- Apply the customer lifetime value analysis techniques
- Determine and develop the customer value propositions using CRM strategies
- Evaluate the effectiveness of CRM implementation strategies
- Identify and adopt the opportunities arising from latest developments of CRM trends

Unit I

Introduction to CRM: Concepts and Components of CRM, Benefits of CRM, CRM significance to Stakeholders, Value to the Customer, Managing the Customer Life Cycle.

Unit II

Customer portfolio: Customer Profile Analysis, Customer portfolio Management, Customer Perception, Customer Experienced Value, Customization, Selection of Profitable Customer Segments.

Unit III

Value Creation Process: Value Proposition, Sources of Customer Value, ValueAssessment, Value through Marketing Mix, Acquisition, Customer Retention, Customer Retention Strategies, Types of Relationship Management, Models of CRM.

Unit IV:

CRM Process: Steps in Developing a CRM strategy, Characteristics of a defined CRM strategy, Types of CRM Implementation Projects, CRM Implementation effectiveness, Challenges in Implementation, Analytical case study on CRM-Garment industry.

Unit V:

CRM Tools: Analytical CRM, Operational CRM and e- CRM, Functional components of e CRM,

Applications of CRM in B2B and B2C.

Text Books:

1. Jagadish N Sheth, Parvatiyar Atul, G Shainesh, Customer Relationship Management,1/e, 2017.
2. V Kumar, Werner Reinartz, Customer Relationship Management –Concept, Strategy and Tools, 3/e, Springer, 2018**.**

References

1. Francis Buttle, Stan Maklan, Customer Relationship Management: Concepts and Technologies, 3/e, Routledge, 2015
2. Paul Greenberg, CRM at the speed of light, 4e, TMH, 2017
3. N H Mullick, Customer Relationship Management, 1/e, Oxford University Press, 2016

E-Commerce Supply Chain & Fulfilment

BBA III Year I Semester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	Elective	L	T	P	C	CIE	SEE	Total
		4	0	0	4	60	40	100

Course Objectives

This course aims to provide students with knowledge and skills to manage and optimize e-commerce supply chains and fulfilment processes using modern strategies, technologies, and best practices for efficient and customer-centric operations.

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

- Explain the structure and dynamics of e-commerce supply chains.
- Analyze key strategies and technologies used for order fulfilment in e-commerce
- Apply concepts of inventory management, warehousing, and last-mile delivery in e-commerce contexts.
- Evaluate the role of data analytics, platforms, and emerging technologies in enhancing supply chain efficiency.
- Recommend solutions for challenges in e-commerce logistics, customer returns, and sustainability.

Unit I:

Introduction to E-Commerce Supply Chains: Concept and evolution of e-commerce supply chains, Components of e-commerce supply chain management, Direct-to-consumer (D2C) and platform-based models, Comparison of traditional vs e-commerce supply chains.

Unit II

Inventory, Warehousing & Fulfilment Strategies: Inventory management in e-commerce, Warehousing strategies: dark stores, micro-fulfilment centres, and mega warehouses, Cross-docking, drop-shipping, and third-party logistics (3PL), Warehouse automation: robotics, drones, and WMS, Order picking, packing.

Unit III

Last-Mile Delivery & Reverse Logistics: Last-mile delivery models: hyperlocal, express delivery, click-and-collect, Challenges and innovations in last-mile logistics, Reverse logistics and returns

management, Customer experience and satisfaction in delivery, Sustainable logistics and green supply chains.

Unit-IV

Technology and Analytics in E-Commerce Supply Chain: Role of ERP, WMS, and TMS in e-commerce, E-commerce platforms and marketplace integration (Amazon, Flipkart, Shopify, etc.), Real-time inventory visibility and tracking, Predictive analytics for demand and fulfillment optimization.

Unit-V:

Strategies and Challenges in E- Commerce: Omni-channel retailing and fulfillment strategies, Cross-border e-commerce logistics and global fulfilment, Cloud logistics and digital supply networks, Regulatory issues and data privacy in e-commerce logistics

Text books

1. Deborah L. Miller, Kogan Page E-Commerce Logistics and Fulfillment: Delivering the Goods, 2022.
2. V. Mahadevan, Supply Chain Management for E-Commerce — Pearson, 2021
3. Amit Sinha, Ednilson Bernardes, Rafael Calderon, Thorsten Wuest, WileyDigital Supply Networks: Transform Your Supply Chain and Gain Competitive Advantage with Disruptive Technology and Reimagined Processes, 2020.

References

1. Krishnaveni Muthusamy, Logistics Management and E-Commerce, Himalaya Publishing, 2021
2. V. Rajaraman, Essentials of E-Commerce Technologies, PHI Learning, 2023

Behavioral Finance

III BBA I Semester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	Elective	L	T	P	C	CIE	SEE	Total
		4	0	0	4	60	40	100

Course Objective:

This course aims to equip BBA Finance students with a deep understanding of how psychological factors and cognitive biases influence financial decision-making.

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

- Differentiate between traditional and behavioral finance theories.
- Identify and analyze cognitive biases affecting investor decisions.
- Evaluate the impact of emotions and social factors on financial markets.
- Apply behavioural concepts to interpret market anomalies.
- Integrate behavioural insights into personal and corporate financial strategies.

Unit I:

Introduction to Behavioral Finance: Evolution from traditional to behavioural finance, Assumptions of rationality vs. real-world investor behaviour. Limits to arbitrage: Fundamental risk, noise trader risk, implementation costs. (Case studies: Dot-com bubble, 2008 financial crisis, Analysis of the 2008 financial crisis through a behavioral lens.).

Unit II

Cognitive Biases and Heuristics: Heuristics: Representativeness, availability, anchoring. Biases: Overconfidence, confirmation, hindsight, self-attribution. Mental accounting and framing effects. Prospect theory: Loss aversion, Reference dependence.

Unit III

Emotional and Social Influences: Emotions: Fear, Greed, Regret, Pride in investment decisions. Social factors: Herd behaviour, Peer influence, Media impact, Neuro finance: Brain activity and financial choices, Cultural influences on financial behaviour.

Unit-IV

Market Anomalies and Investor Behaviour: Anomalies: Calendar effects, momentum, reversal patterns, Disposition effect, Endowment effect, Status quo bias, Equity premium puzzle, Volatility puzzle, Behavioural explanations for asset pricing deviations.

Unit-V:

Applications in Personal and Corporate Finance: Behavioural portfolio theory and asset allocation, Impact of biases on corporate financial decisions: Capital structure, dividend policies, Nudging in financial planning and policy-making, Designing interventions to mitigate irrational financial behaviours

Text books:

1. Forbes, William. Behavioral Finance, 1/E, Wiley Publication, 2011
2. Ackert, Lucy & Deaves, Richard, Behavioral Finance: Psychology, Decision-Making, and Markets, 2/e, Cengage Learning 2012

References:

1. Kahneman, Daniel & Tversky, Amos. Choices, Values, and Frames, Cambridge University Press.
2. Thaler, Richard H. & Sunstein, Cass R. Nudge: Improving Decisions About Health, Wealth, and Happiness.
3. Shleifer, Andrei. Inefficient Markets: An Introduction to Behavioral Finance, Oxford University Press.

Competency Management and HR Scorecard

BBA III Year I Trimester					School of Management			
Code	**Category**	**Hours/ Week**			**Credits**	**Marks**		
	Elective	**L**	**T**	**P**	**C**	**CIE**	**TSEE**	**Total**
		4	**0**	**0**	**4**	**60**	**40**	**100**

Course Objective

The course aims to enable students to understand the fundamentals of Competency Management and various models that relate to the development of the firm.

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

- Identify various types of competencies.
- Apply models of competency for behavioral indicators.
- Know the application of competency mapping at different levels.
- Relate the competency mapping for HR activities.
- Understand the concept and importance of the HR Scorecard.

Unit I

Introduction to Competency: Concept, Significance and characteristics of competency, Core competency, Competency versus competence, Types of competencies.

Unit II

Competency theories - Development of competency framework, Lancaster model of managerial competencies, Iceberg model, Data collection instruments for job descriptions, Stages in design and implementation of the competency model, BEI for competency mapping.

UNIT III

Competency Mapping and Development – Purpose and benefits, Competency mapping at different levels - Corporate companies/institutions level, and Individual level. Methods of mapping – Assessment centers, Questionnaire method, studying attributes of High performers, creating competitive advantage.

UNIT IV

Competency-based HRM - Using competency maps for competency profiling - Job competency profiling, Role competency profiling, Functional competency profiling, Competency-based selection, Performance management system, Competency driven career planning, Competency linked remuneration.

UNIT V

HR Scorecard: Definition of HR Scorecard, Origin and evolution of the HR Scorecard, Difference between Balanced Scorecard and HR Scorecard, Key components of HR Scorecard, Process of developing an HR scorecard, Challenges of HR scorecard.

Text Books

1. Seema Sanghi, The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, 2/e, Sage Publications Pvt. Ltd, 2012.
2. Sudhir Warier, Competency Management – A Practitioner's Handbook, Notion Press, 2019
3. Becker, B. E., Huselid, M. A., Ulrich, D. The HR Scorecard: Linking People, Strategy, and Performance. Nigeria: Harvard Business School Press,2001.

References

1. Sharma, Radha, 360-degree feedback, competency mapping & assessment centers, R. Tata McGraw Hill, 2003.
2. Steve Whiddett & Sarah Hollyforde, The Competencies Handbook, Jaico Publishing House, 2005.

Negotiation in Sales

III BBA I Semester					School of Management			
Code	**Category**	**Hours/Week**			**Credits**	**Marks**		
	Elective	**L**	**T**	**P**	**C**	**CIE**	**SEE**	**Total**
		4	**0**	**0**	**4**	**60**	**40**	**100**

Course Objective:

To familiarize the students with the various Negotiation theories, basic negotiation skills required, interpersonal skills, and also the ethics involved in Negotiation.

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

- Analyse the importance of negotiation skills
- Describe the types of negotiation
- Evaluate the factors that affect the negotiation process and ethics involved in the negotiation.
- Apply effective negotiation strategies and tactics for different scenarios
- Evaluate the challenges in multi-party negotiations.

Unit I

Introduction to Negotiation: Introduction, Concept of negotiation, Characteristics of a negotiating situation, Principles of negotiation, Steps in negotiation.

Unit II

Types and Skills: Types of negotiations, Interpersonal and other skills for successful negotiations

Unit III

Strategies and Tactics: Negotiation strategies, Anchoring, BATNA, Win-Win negotiations, Negotiation tactics, Factors influencing success of negotiations.

Unit IV:

Theories & Ethics: Game Theory, Decision Analysis, Behavioural Decision- Making, Problem-solving Theory, Socio-psychological bargaining theory, Ethics in negotiations

Unit V:

Multi-party & Inter-Team Negotiations: Challenges in such negotiations, appropriate approaches; Improving negotiation skills.

Text Books:

1. Roy J Lewicki, Bruce Barry and David M Saunders, Essentials of Negotiation, 9/e, McGraw Hill, 2024

References:

1. Beverly De Marr and Suzanne De Janasz, Negotiation and Dispute Resolution, Prentice Hall, 2013.
2. Malhotra, Deepak, Negotiating the Impossible: How to Break Deadlocks and Resolve ugly Conflicts (without money or muscle). Oakland, CA: Berrett-Koehler Publishers, 2016

International Trade and Legal Aspects of Purchasing, Sourcing, and Contracts

BBA III Year I Semester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	Elective	L	T	P	C	CIE	SEE	Total
		4	0	0	4	60	40	100

Course Objectives

To provide students with a comprehensive understanding of international trade practices, sourcing strategies, and the legal frameworks governing purchasing and contract management in global supply chains.

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

- Explain the fundamentals of international trade and its impact on global supply chains.
- Analyze global sourcing strategies and procurement practices in a competitive environment.
- Understand and interpret international trade regulations, trade agreements, and compliance issues.
- Apply legal concepts relevant to contracts, purchasing, and supplier relationships in global markets.
- Evaluate risk management and dispute resolution methods in international sourcing and contracting.

Unit I:

Fundamentals of International Trade and Supply Chain: Basics of international trade and global SC**,** Comparative advantage and globalization impacts**,** Incoterms 2020 and their practical applications**,** Balance of trade, trade deficits, and tariffs**,** Role of WTO, WCO, and other international trade bodies

Unit II

Global Sourcing and Procurement Strategies: Concepts of global sourcing and outsourcing, Supplier selection, evaluation, and relationship management, Strategic sourcing vs tactical procurement, Sustainable and ethical sourcing (including ESG and CSR in sourcing)

Unit III

International Trade Regulations and Agreements: Key international trade agreements (WTO rules, Free Trade Agreements, FTAs, Regional Trade Agreements - RTAs)**,** Import/export procedures and documentation**,** Customs compliance and cross-border trade facilitation**,** Anti-dumping,

countervailing duties, and safeguard measures**,** Trade finance instruments (Letters of credit, Bill of lading, etc.)

Unit-IV

Legal Aspects of Purchasing and Contract Management: Elements of contracts, International contract law — CISG (United Nations Convention on Contracts for the International Sale of Goods), Intellectual property rights in sourcing (patents, trademarks, licensing), Confidentiality, non-disclosure agreements (NDAs), and service level agreements (SLAs)

Unit-V:

Risk Management and Disputes: Legal risks in international sourcing and purchasing, Dispute resolution: arbitration, mediation, litigation, managing cultural, currency, and political risks in global procurement, risk mitigation strategy, and process of handling disputes.

Text books

1. Monczka, R. M., Handfield, R. B., Giunipero, L. C., & Patterson, J. L. (2020). Purchasing and Supply Chain Management (7th ed.). Cengage.
2. Cavusgil, S. T., Knight, G., Riesenberger, J. R. (2021). International Business: The New Realities (5th ed.). Pearson.
3. Schaffer, R., Agusti, F., Dhooge, L., & Earle, B. (2021). International Business Law and Its Environment (11th ed.). Cengage.

References

1. Trent, R. J. (2020). Strategic Supply Management: Principles, Theories, and Practice (2nd ed.). J. Ross Publishing.
2. Hill, C. W. L. (2021). International Business: Competing in the Global Marketplace (13th ed.). McGraw-Hill.

Relational Databases and SQL for Business								
III BBA I Semester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	SEC	L	T	P	C	CIE	SEE	Total
		0	0	2	1	40	60	100

Course Objectives:

This course is designed to empower students with a comprehensive understanding of the fundamental concepts related to database analysis and design.

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

- Gain foundational knowledge of database management systems.
- Familiarize with the concepts of Relational models and Relational query language.
- Demonstrate practical skills in writing various SQL statements using DDL, DML, DQL commands.
- Applying normalization techniques to improve database design.
- Comprehend the concepts of transaction control, concurrency control, and backup and recovery.

Unit I:

Introduction to Database System Concepts: Data, Information, Database, Database Systems, Database System Applications, Purpose of Database Systems, Introduction to DBMS, Types of Database Models (Hierarchical, Network, Relational), Introduction to Relational Database Management Systems (RDBMS), Popular RDBMS Products (MySQL, Oracle, Microsoft SQL Server)

Introduction to the Relation Models and Database Design using ER Model: Structure of Relational Databases, Database Schema, Keys, Schema Diagrams, Relational Operations, Overview of the Design Process, The Entity-Relationship Model, Constraints, Entity-Relationship Diagrams, Unary, Binary, ternary, Aggregation.

Unit II

Introduction to the Relation Models and Database Design using ER Model: Structure of Relational Databases, Database Schema, Keys, Schema Diagrams, Relational Query Languages, Relational Operations Overview of the Design Process, The Entity-Relationship Model, Constraints, Entity-Relationship Diagrams- Unary, Binary, ternary, Aggregation.

Formal Relational Query Languages: The Relational Algebra, Tuple Relational Calculus, The Domain Relational Calculus.

Unit III

Introduction to SQL: Overview of SQL, Syntax, commands, operators, Data Definition Language (DDL): CREATE, ALTER, DROP statements for tables and views, Data Manipulation Language (DML): INSERT, UPDATE, DELETE statements, Data Query Language (DQL): SELECT statement with

different clauses (WHERE, JOIN, ORDER BY, GROUP BY), Performing basic join operations: INNER JOIN, LEFT JOIN, RIGHT JOIN, Using simple SQL functions (COUNT, SUM, AVG, MAX, MIN), Nested subqueries.

Unit-IV

Relational Database Design: Features of Good Relational Designs, Referential Integrity, Entity Integrity, Single valued Dependencies, Normalization, Rules of Data Normalization, The First Normal Form, The Second Normal Form, The Third Normal Form, Boyce Codd Normal Form (BCNF).

File Organization: Physical Database Design Issues - Storage of Database on Hard Disks - File Organization and Its Types - Heap files (Unordered files) - Sequential File Organization, Indexed (Indexed Sequential) File Organization, Hashed File Organization.

Unit-V:

Transactions: Transaction Concept, ACID Properties, Concurrent Transactions, Locking Protocol, Serializable Schedules, Locks, Two-Phase Locking (2PL), Deadlock and its Prevention, Optimistic Concurrency Control.

Database Recovery and Security: Database Recovery concept, Kinds of failures, Failure controlling methods - Database errors, Backup & Recovery Techniques, Security & Integrity - Database Security – Authorization

Textbooks:

1. Abraham Silberschatz, Henry F. Korth, S. Sudarshan, Database System Concepts, McGraw Hill, 7/e, 2021
2. P Raja Sekhar Reddy, A Mallikarjuna Reddy, Foundations of Database Management Systems, Lambert Academic Publishing, (e-Book) 2020

References:

1. Machado, R. P., & Russa, H. *Analytics engineering with SQL and dbt*. O'Reilly Media, 2023.
2. Shan, J., Goldwasser, M., Malik, U., & Johnston, B. SQL for data analytics 3/e. Packt Publishing 2022,.
3. Badia, A. (2020), *SQL for data science: Data cleaning, wrangling and analytics with relational databases*. Springer.

Project - I

BBA III Year I Semester					School of Management			
Code	**Category**	**Hours/ Week**			**Credits**	**Marks**		
	Project	**L**	**T**	**P**	**C**	**CIE**	**SEE**	**Total**
		0	**0**	**12**	**6**	**100**	**-**	**100**

Students should do a project/internship in their specialization stream. The objective of the project is to

offer a deeper understanding and practical exposure in their specialized area.
After the completion of the project students have to give progress review to the supervisor and present final report.

Introduction to Artificial Intelligence and Machine Learning

BBA III Year II semester					School of Management			
Code	Category	Hours/Week			Credits	Marks		
		L	T	P	C	CIE	SEE	Total
	Core	2	0	0	2	60	40	100

Course Objective:

The objective of the course is to provide a foundational understanding of Artificial Intelligence and Machine Learning, their applications in business, and to cultivate analytical thinking, ethical awareness, and problem-solving skills that align with both academic and industry demands.

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

- Understand the language of AI/ML and basic concepts.
- Ability to recognize AI/ML use in real-world business contexts.
- Understand the role of data in decision-making and storytelling.
- Awareness of long-term implications and responsible use of AI.
- Practical exposure to AI/ML thinking in business settings.

Unit I:

Introduction to AI and ML: History and evolution of AI, **Types of AI:** Narrow AI vs. General AI, **Types of ML:** Supervised, Unsupervised, Reinforcement learning, **Key concepts:** Algorithms, Data, Training, Prediction.

Unit II

Business Applications of AI/ML: How AI is transforming business functions (marketing, HR, finance, operations), Chatbots, recommendation engines, demand forecasting, Case studies from companies using AI (Amazon, Netflix, Zara), Role of AI in customer insights and segmentation.

Unit III

Basics of Data and Model Thinking: Meaning of data, Types and sources of data, **Data preparation:** Cleaning, transformation, features, **Introduction to models:** Decision trees, clustering, regression, Data visualization basics (using Excel/Tableau/Power BI).

Unit-IV

Ethical and Strategic Perspectives: Ethical implications of AI: Bias, fairness, transparency, Responsible AI frameworks, Regulatory considerations (AI Act, GDPR basics).

Unit-V:

Hands-On Experience and Capstone Project: BasicAI/ML tools demonstration (e.g., using no-code tools like Teachable Machine, Google AutoML, ChatGPT, etc.), **Business problem-solving with AI:** Mini-projects/case analysis, **Capstone:** Propose an AI solution for a business challenge, Prepare a presentation/report with real or simulated data.

Textbooks:

1. Alpaydin, E. Introduction to machine learning 4/e. MIT Press, 2021.
2. Davenport, T. H., & Ronanki, R. Artificial intelligence for the real world. Harvard Business Review Press, 2018

References:

1. Russell, S. J., & Norvig, P. Artificial intelligence: A modern approach 4/e. Pearson, 2021
2. Dhanrajani, S. The AI-powered enterprise: Harness the power of ontologies to make smarter business decisions. Wiley, 2017

Leadership

BBA III Year II Semester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	Core	L	T	P	C	CIE	SEE	Total
		3	0	0	3	60	40	100

Course Objective

The course aims to introduce concepts of leadership approaches, styles, strategic leadership and to illustrate the challenges and the issues in the global leadership.

Course Outcomes: At the end of this course the students will be able to

- Explain the role of leaders in the organization.
- Explain various styles of leadership.
- Study various theories of leadership and EI (Emotional Intelligence)
- Illustrate the importance of leading teams and change
- Explain the contemporary issues and challenges pertaining to global leadership

Unit I

Introduction to leadership: Leadership, role and functions of a leader, difference between leadership and the management, importance of leadership in the business organizations.

Unit II

Leadership types: Autocratic, Democratic, Laissez faire, Transformational, Transactional, Charismatic, Intellectual and Strategic leadership, leadership styles – Lewin's leadership styles, Ohio state leadership study, Creativity, Goal setting, Succession planning.

Unit III

Leadership theories: leader-member exchange theory- LPC (Least Preferred Co-worker) theory, Contingency theory, Resource dependency theory, Role of emotional intelligence in leadership, Goleman's emotional intelligence performance model.

Unit-IV

Strategic leadership: Leadership diversity, leading teams, Developing vision and direction, leading learning organizations, Development planning and leading change.

Unit-V

New paradigms in leadership: Global leadership and global career, Contemporary issues& challenges in global leadership, The big five ideas, Transformational leadership (GE, Toyota, Amazon, Microsoft, Apple, Samsung, Reliance, L&T and SAIL), Seven transformations of leadership.

Textbooks:

1. Northouse, Peter G. Leadership: Theory and Practice. 9/e., SAGE Publications, 2021.

2. Yukl, Gary A., and William L. Gardner III. Leadership in Organizations. 9th ed., Pearson Education, 2020.

References:

1. Schein, Edgar H., and Peter A. Schein. Organizational Culture and Leadership. 5/e, Wiley, 2017.
2. Thompson, Leigh L. Making the Team: A Guide for Managers. 6/e, Pearson, 2022

Fundamentals of Business Valuation

BBA IV Year I Semester					School of Management			
Code	**Category**	**Hours/Week**			**Credits**	**Marks**		
	Elective	**L**	**T**	**P**	**C**	**CIE**	**SEE**	**Total**
		4	**0**	**0**	**4**	**60**	**40**	**100**

Course Objective:

This course aims to equip students with analytical and practical tools to assess the value of a business using multiple valuation techniques, incorporating financial statement insights, market dynamics, and strategic factors.

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

- Describe the meaning and purpose of business valuation
- Apply methods of valuation to special assets and liabilities.
- Evaluate and assess valuation techniques using an intrinsic approach
- Apply market-based valuation methods using comparable company multiples.
- Use the valuation principles in mergers and acquisition scenarios and in special circumstances.

Unit I

Introduction to Business Valuation: Purpose and types, Concept of value: intrinsic, market, book, Overview of valuation in IPOs, M&A, and restructuring. Key valuation stakeholders, Investors, Acquirers and Regulators.

Unit II

Valuation of Special Assets & Liabilities: Real Estate, Real Assets, Valuation of Bonds, warrants and convertibles (simple problems), Valuation myths

Unit III

Valuation Methods – Intrinsic Approach: Discounted Cash Flow (DCF) method, Free cash flow to Firm vs. Free Cash Flow to Equity, Cost of capital (WACC, CAPM), Terminal value estimation, Sensitivity and scenario analysis

Unit IV

Valuation Methods – Market-Based & Others: Comparable company multiples (P/E, EV/EBITDA, P/S), Precedent transactions, Valuation in private companies and startups, Asset-based valuation (Net Asset Value)

Unit V

Strategic Valuation & Capstone: Valuation in M&A, divestitures, and corporate restructuring, Valuation under uncertainty (cyclical sectors, startups): Limitations of valuation and role of judgment, **Capstone**: Students present a complete valuation of a public company using at least two valuation techniques

Text books:

1. Aswath Damodaran Investment Valuation: Tools and Techniques for Determining the Value of Any Asset, Wiley, 2023
2. Pablo Fernández– *Valuation and Common Sense*, IESE Business School Publications, 2021

References:

1. NSE India Annual Reports: https://www.nseindia.com
2. Damodaran Online: http://pages.stern.nyu.edu/~adamodar/
3. Screener. In for Indian financial data: https://www.screener.in
4. Investopedia's Valuation Tutorials: https://www.investopedia.com

BBA III Year II Semester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	Elective	L	T	P	C	CIE	SEE	Total
		4	0	0	3	60	40	100

Industrial Relations and Labor Laws

Course Objective

This course aims to provide knowledge on labor legislation related to working conditions, safety, health and welfare, industrial relations, wages, and social security.

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

- Explain the fundamental concepts of industrial relations and their development in the Indian context.
- Identify the role of trade unions and the process of collective bargaining.
- Analyze various industrial disputes and dispute resolution mechanisms.
- Interpret the role of key institutions and legislations in protecting workers.
- Explore the benefits of factories and other acts.

Unit I

Industrial Relations: Meaning and scope of industrial relations (IR) objectives and importance of IR, Factors affecting IR, Evolution and development of IR in India, Approaches to IR (Unitarist, Pluralist, Marxist).

Unit II

Trade Unions and Collective Bargaining: Meaning and functions of trade unions, Growth and problems of trade unions in India, Legal framework: Trade unions act, 1926, Collective bargaining: Meaning, objectives, process, and types, Role of trade unions in collective bargaining.

Unit III

Meaning and types of industrial disputes: Causes and consequences of disputes, Prevention and settlement of disputes-Conciliation, Arbitration, Adjudication, Legal framework: Industrial disputes act, 1947.

Unit IV

Labor Welfare and Social Security: Concept and importance of labor welfare, Types of welfare activities: statutory and non-statutory, Role of ILO (International Labor Organization), Employees' state Insurance act, 1948, Employees' provident fund act, 1952.

Unit V

Factories Act, 1948: Health, safety, and welfare provisions, Payment of wages act, 1936, Minimum wages act, 1948, Payment of bonus act, 1965, Maternity benefit act, 1961, Contract labor (regulation & abolition) act, 1970.

Text Books

1. Mamoria, C. B., Subba Rao, P., &Mamoria**, S**. Dynamics of Industrial Relations 16/e. Himalaya Publishing House, 2023.
2. Taxmann's Editorial Board, New Labour& Industrial LawsTaxmann Publications Pvt. Ltd. 2023.
3. Malik, P. L., Handbook of Labour and Industrial Law. Eastern Book Company.
4. Misra, S. N. Labour & Industrial Laws (With Latest Amendments) . Central Law Publications.2021.

Reference Books

1. Monappa, A., Nambudiri, R., & Selvaraj, P. Industrial relations and labor laws, 2/e. TMH.2017.
2. Singh, B. D. Labor laws for managers. Excel Books, 2009.
3. Jaising, I. Law relating to sexual harassment at the workplace. Universal Law Publishing, 2022.

Institutional Marketing

III BBA II Semester					School of Management			
Code	**Category**	**Hours/Week**			**Credits**	**Marks**		
	Elective	**L**	**T**	**P**	**C**	**CIE**	**SEE**	**Total**
		4	**0**	**0**	**4**	**60**	**40**	**100**

Course Objective:

This course enables the students to understand the emerging challenges in organizational selling.

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

- Master core concepts of B2B Marketing and strategy formulation
- Assess market opportunities by analyzing consumer behaviour
- Implement effective customer retention strategies
- Build a value proposition strategy
- Explore the influence of collaborations on effectiveness of B2B marketing

Unit I

Business Marketing Perspective: B2B marketing, Segmentation and size, B2B Marketing mix, Marketing mix and trade-offs, Marketing Strategy formulation, B2B marketing strategy and planning, Marketing Funnel.

Unit II

Customer-Centric Marketing: Business buying behaviours, Business buyer influencers, Buyers, Types of buying situations. Customer acquisition and customer lifecycle, Creating acquisition campaign.

Unit III

Retention and Loyalty Marketing: Customer retention REAP Model and loyalty, Advocacy marketing, Customer attrition, Signals of customer about to churn, Reacquisition marketing

Unit IV:

Value proposition: Product and portfolio marketing, Building effective value propositions. Digital marketing strategy objectives, Selecting Digital channel mix, B2B brand building

Unit V:

Collaborations: Types of marketing partnerships, SEO partners, Influencer marketing, Account based marketing, Lead generation, Measuring and evaluating B2B marketing.

Text Books:

1. Kevin Lane Keller and Vanitha Swaminathan, Strategic Brand Management, Pearson, 2020
2. David A Aaker, Managing Brand Equity, The Free Press, 1991
3. Ramesh Kumar, Managing Indian Brands,Vikas Publication, India, 2002**.**

References

1. www.afaqs.com
2. Business Today
3. Businessworld

Supply Chain Analytics & Simulation

BBA III Year II Semester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	Elective	L	T	P	C	CIE	SEE	Total
	DSE-E8	3	0	0	4	60	40	100

Course Objectives

This course aims to provide students with analytical and simulation tools for optimizing supply chain decisions, improving efficiency, and enhancing business performance using data-driven insights.

Course Outcomes

At the end of this course, students will be able to:

- Explain the role and importance of analytics and simulation in modern supply chain management.
- Apply descriptive, predictive, and prescriptive analytics to real-world supply chain scenarios.
- Design and interpret supply chain simulation models for decision making.
- Use software tools (like Excel, Tableau, or Python basics) for supply chain analytics and visualization.
- Evaluate and recommend data-driven strategies to optimize supply chain networks, inventory, and logistics.

Unit I:

Introduction to Supply Chain Analytics: Types of Analytics: Descriptive, Predictive, and Prescriptive, Data-driven supply chains and digital transformation, Introduction to key supply chain metrics and KPIs, Sources of data in supply chains (ERP, CRM, IoT, etc.)

Unit II

Descriptive Analytics in Supply Chain: Role of Descriptive Analytics in Supply Chain, Data summarization and visualization (dashboards, charts, pivot tables), Supply chain performance

measurement and benchmarking, Demand forecasting methods (Moving average, Exponential smoothing, Regression basics)

Unit III

Predictive Analytics in Supply Chain: Forecasting demand using machine learning basics - Linear regression, Classification overview, Inventory optimization and ABC analysis, Risk analysis in supply chain - Scenario analysis and sensitivity analysis, Introduction to simulation: Monte Carlo Simulation concepts.

Unit-IV

Prescriptive Analytics & Optimization Models: Linear Programming and Network Optimization, Importance and need of network Optimization, Transportation and Distribution problem modelling, Warehouse location and capacity planning models

Unit-V:

Supply Chain Simulation: Building simulation models using Excel and basic simulation tools, Supply chain digital twin concept, Case Studies: Best practices in supply chain analytics and simulation like Amazon, Flipkart, Maersk, etc.

Text books

1. Sharma, D., & Agrawal, R. (2023) — Supply Chain Analytics: Concepts and Applications. Sage Publications India.
2. Chopra, S., & Meindl, P. (2023) — Supply Chain Management: Strategy, Planning, and Operation (8th Edition). Pearson.
3. Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2024) — Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies (5th Edition). McGraw-Hill.

References

1. Ramesh, G., & Sridharan, R. (2024) — Supply Chain Management for Beginners: Analytics, Simulation and Case Studies. Wiley India.
2. Sharda, R., Delen, D., & Turban, E. (2024) — Analytics, Data Science, & Artificial Intelligence: Systems for Decision Support (12th Edition). Pearson.

Project-II

BBA III Year II Semester					School of Management			
Code	Category	Hours/ Week			Credits	Marks		
	Project	L	T	P	C	CIE	SEE	Total
		0	0	12	6	100	-	100

Students should do a project in their specialization stream. The objective of the project is to offer a deeper understanding and practical exposure in their specialized area.
After the completion of the project students have to give progress review to the supervisor and present final report.

BBA IV Year I Semester					School of Management			
Code	Category	Hours/Week			Credits	Marks		
	Core	L	T	P	C	CIE	SEE	Total
		4	0	0	4	60	40	100

Course Objective:

The course equips the student with the basic knowledge of the features of the Indian contract act, the sale of goods act and the important provisions relating to the Indian companies act relating to formation, appointment of Key managerial personnel.

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

- Enumerate the legal rules related to valid contracts and identify essential elements of a contact
- Differentiate between contracts of Indemnity and guarantee. Explain the contract of Bailment
- Describe key points of sale of goods Act and legal difference between a sale and an agreement to sell.
- Illustrate the process of company formation and the role of incorporation documents
- Explain the process of appointment, removal, and remuneration of directors

Unit I:

Indian Contract Act: Agreement and contract, Essentials of a valid contract, Types of contracts, Offer and acceptance, Essentials of valid offer and acceptance, Consideration, Legality of Object, Performance of contract, Discharge of a contract, Quasi contract

Unit II:

Special Contract: Indemnity contract, **Rights and duties of indemnity holder,** Contract of guarantee, Kinds of guarantee, Distinction between indemnity and guarantee, Bailment - rights and duties of bailor and bailee, Law of agency, kinds of agents, Creation of agency, Rights and duties of agent and principal, Termination of agency.

Unit III:

Sale of Goods Act -1930: Contract of sale, Goods and their classification, Sale and agreement to sale, Conditions and warranties, Transfer of property, Performance of a contract of sale, Rights of Unpaid seller.

Unit IV:

Indian Companies (Amendment) Act -2013: Introduction, Company – Definition, Meaning, Features and types, One Person Company, Formation of a Company, Memorandum of association, Articles of association, Prospectus.

Unit V:

Management of Companies and meetings: Director, Qualification, Disqualification, Appointment, Removal, Duties and Liabilities, Company meeting, Shareholder meetings - Statutory meeting, Annual general body meeting, Extraordinary general body meeting.

Text Books:

1. N.D. Kapoor's Corporate Laws, Sultan Chand Publications, June 2022
2. Prof. N.V. Paranjape, Company Law, 11/e, Central Law Agency, 2022

References:

1. N.K.Nabi , Legal Aspects of Business , Taxman's publications, 2022
2. Dr. S. Thothadri Dr. V. Balachandran, Business Law, 3/e, Vijay Nicole Imprints publications 2021.
3. Prof. Anil Kumar ,Company Law, 14/e, Taxman's publications, 2025

Strategic Management

BBA IV Year I Semester	BBA IV Year I Semester	School of Management	School of Management

Code	Category	Hours/Week			Credits	Marks		
	Core	L	T	P	C	CIE	SEE	Total
		4	0	0	4	60	40	100

Course Objectives

To appreciate and apply the concepts of strategic planning, implementation, and control mechanism and estimate strategic evaluation through qualitative and quantitative benchmarking.

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

- Explain how to analyse internal and external environment of an organization.
- Apply different types of strategic tools for strategic analysis to cope up in the competition.
- Evaluate turnaround and diversification strategies for making the strategic decisions
- Interpret the role of leadership, structure and culture in implementation of the strategies.
- Evaluate strategies and take corrective steps towards the strategic intent.

Unit I

Introduction to Strategic Management: Strategic management process, developing a strategic vision, mission, objectives, policies, factors that shape a company's strategy, SWOT analysis, value chain analysis and competitive advantage

Unit II

Tools and Techniques for Strategic Analysis: Porter's five force model, McKinsey's 7'S framework, BCG matrix, GE model, grand strategy matrix. Market life cycle model, Generic strategies, Offensive strategy, Defensive strategy, Exit and Entry barriers.

Unit III

Turnaround and Diversification Strategies: Turnaround strategy, Strategies for mergers, Acquisitions, Takeovers and joint ventures, Diversification strategy, Need of diversification, Different types of diversification strategies, and Competitive advantage in diversified companies.

Unit IV

Strategy Implementation: Strategy and structure, leadership, culture connection, Strategies for competing in globalizing markets and internet economy.

Unit V

Strategy Evaluation and Strategic control: Types of Strategic control**,** Role of the Strategist: using qualitative and quantitative benchmarking to evaluate performance, Strategic Information systems.

Textbooks

1. David, F. et al., Strategic Management: A Competitive Advantage, Concept and Cases. 18/e, Pearson Education.2024.
2. Hill, C. W., Schilling, M. A., & Jones, G. R. Strategic management: an integrated approach: theory and cases. Cengage Learning, 2020

References:

1. Rao V.S.P and Hari Krishna V., Strategic Management: Text and cases, 1/e, Excel publishers.
2. Adrian Haberberg and Alison Rieple., Strategic Management: Theory and Applications, Oxford University Press, 2007.
3. Sarangi S.K., Modern Strategic Management, Everest Publishing, 1/e 2012.
4. Gregory Dess and G.T. Lumpkin: Strategic Management – Creating Competitive Advantage, McGraw hill Publication, 2013

Digital Business Models

BBA IV Year I semester					School of Management			
Code	Category	Hours/Week			Credits	Marks		
	Core	L	T	P	C	CIE	SEE	Total
		4	0	0	4	60	40	100

Course objective

This course aims to help students understand the digital economy, e-business, and business models, and to make them understand digital business models and their tools.

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

- Know the concepts & stakeholders of digital economy, e-business, and digital business models.
- Use digital business models tools in the rise of internet mega brands and how companies use them in the digital era.
- Understand how companies use digital business models.
- Develop digitally enabled enterprises from brick-and-mortar enterprises.
- Study companies that are implementing digital business models.

Unit I

Introduction: Digital economy and key concepts, The movement from e-business to digital business models, Key actors and stakeholders in the digital economy**.**

Unit II

Digital Business Models: Introduction to Digital Business Models. Digital business models will be used as a tool to explain the rise of internet mega brands and how companies can innovate in the digital era.

Unit III

Application of digital business models: Concept of the Digital Business Models to analyze how Apple, Google, Facebook, Amazon, and several other internet-era incumbents are using digital business models to create, deliver, capture, and defend value.

Unit IV

Developers as the new Decision Makers and Engines of Digital Business Models: Discussion on how and why developers are emerging as the new decision-makers. Discussion on how developers

are the engine of a Digital Business Model, and how companies are working with developers to create, deliver, capture, and defend value.

Unit V

Technology developments are reshaping Digital Business Models. Discuss recent technology developments that are significantly reshaping digital business models across various sectors. Key trends and impacts.

Textbooks:

1. Annabeth Aagaard, Digital Business Models: Driving Transformation and Innovation, , 2019
2. Bernd W., Digital Business Models: Concepts, Models, and the Alphabet Case Study, 1/e, 2019.

References:

1. Haftor, D.M. (2015). Some Heuristics for Digital Business Model Configuration.

Idea to PoC

BBA IV Year I semester					School of Management			
Code	Category	Hours/Week			Credits	Marks		
	Core	L	T	P	C	CIE	SEE	Total
		4	0	0	4	60	40	100

Course objective

This is an activity oriented course is designed for students interested to pursue entrepreneurship as a career option. The objective of the course is to enable students to go through the process of ideation from idea generation to developing of PoC.

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

- Go through the process of ideation
- Aware of financial structuring of equity and debt for a start-up
- Know the fundamentals of marketing to acquire customers
- Develop PoC and Business plan for their idea
- Know about IP types and process.

Unit I

Idea to Market: How do ideas emerge? Need identification, Go to the Market, Identifying market segments, Forming a market relevant idea, Idea validation.

Unit II

Financial Structuring: Financial structuring of a start-up, Equity and debt, Managing money, Working capital, fundamentals of finance.

Unit III

Knowing markets: Understanding markets, Basics of marketing, Cost of acquiring customers, Jobs and pain points of the idea.

Unit IV

Business Plan preparation: Developing a Proof of Concept, Business plan preparation, Lean canvas.

Unit V

Business Plan preparation: Developing a Proof of Concept, Business plan preparation, Lean canvas.

Textbooks:

1. Rahul Saria and Zebra Learn, Startup Finance 360° - Founder's Guide to Startup Finance | Funding, Valuation, Financial Management, and Entrepreneurial Success, Strategies for Indian Startups, Zebra Learn Pvt Ltd; 1/e, 2023, ZebraLearn Pvt Ltd,, Surat, India.
2. Peter Thiel, Blake Masters, Zero to One, Random House; 2014.

References:

2. Haftor, D.M. (2015). Some Heuristics for Digital Business Model Configuration.

Financial Risk Management

BBA IV Year I Semester					School of Management			
Code	Category	Hours/Week			Credits	Marks		
	Elective	L	T	P	C	CIE	SEE	Total
		4	0	0	4	60	40	100

Course Objective:

This course equips the students with the basic framework of identifying, analyzing and endeavoring to mitigate and manage the financial risk. The course provides basic knowledge and skills that are applicable to the various fields of finance and business.

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

- Identify and classify various sources of financial risk
- Apply the risk adjusted performance for business decisions
- Analyze factors contributing to credit risk & measure expected and unexpected loss.
- Familiarize with the current issues in financial markets
- Evaluate the environment affecting the credit risk management.

Unit I:

Introduction to Risk: The concept of Risk, Nature, Need and scope of risk, Source measurement, Identification and evaluation of Risk, Types of risk, Credit, Market, Operational risk, Possible risk events, Risk indicators, Risk management objectives, Risk management information systems.

Unit II:

Measurement and Management of Risk: Risk management approaches and methods, Risk reporting process, Internal and external, Using risk adjusted performance for Business Decisions, Measuring credit risk, Measuring market risk and measuring operational risk

Unit III:

Credit Risk Measurement: Factors contributing to credit risk, Types of credit risk, Credit risk measurement (basics), Expected and unexpected loss (simple problems), Credit analysis.

Unit IV:

Current issues in financial markets: Sovereign risk and financial crisis, Flash Crash, Financial Innovation and its issues

Unit V:

Credit Risk Management: Legal and regulatory requirements to reduce credit risk, Organizational policies and procedures framework, Factors affecting credit risk

Text Books:

1. Frantz Maurer, Financial Risk Management,1/e,Wilkey,2024
2. R.K Arora, Financial Risk Management, 1/e, Wiley India, 2021

References:

1. Angelo Corelli, Comprehensive coverage of financial risk management concepts, 3/e, Emerald Publishing Limited,2024
2. Dr. P.K.Gupta, Insurance and Risk Management, 1/e Himalaya Publishing House,2016

Talent Acquisition and Management

BBA IV Year I Semester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	Elective	L	T	P	C	CIE	SEE	Total
		4	0	0	4	60	40	100

Course Objective:

The course aims to introduce the basics of talent acquisition practices like human resource planning, recruitment and selection, employee engagement, retention.

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

- Explain the role of talent management in creating competitive advantage.
- Prepare job description and specifications by conducting job analysis and use the appropriate methods for human resources planning.
- Choose the right methods for sourcing the applicants and selecting the right candidate.
- Analyse various employee engagement and retention strategies.
- Learn about the emerging trends in talent acquisition practices

Unit I

Introduction to Talent Management: Concept, Objectives and role of talent management, Talent vs. Human capital, Components of talent management, Integration with organizational strategy.

Unit II

Talent Acquisition Planning: Workforce planning and Job analysis, Assessing future talent needs, Forecasting demand and supply of talent, Employer branding, Employee value proposition (EVP), Internal vs. external talent sourcing.

Unit III

Recruiting Talent: Sources of recruitment, Recruitment strategies and channels, Interviewing techniques, Challenges in executive hiring. AI in screening, Competency-based recruitment.

Unit IV

Retaining Talent: Onboarding and Integration, Employee engagement and experience, Career development and succession planning, Performance management, Reward and recognition systems, Managing attrition and exit interviews.

Unit V

New paradigms in Talent management: Remote and hybrid workforce, Gig economy and contingent talent, Agile learning, ESG and sustainability in employer branding, Emotional intelligence, Diversity, Equity and Inclusion (DEI) in TA.

Textbooks

1. Gowri Joshi and VeenaVohra, Talent Management, Cengage Learning. 2018.
2. Dessler Gary, VarkeyBiju, Fundamentals of Human Resource Management, Pearson Publication, 16/e, 2020.

References

1. Lance A.Berger, Dorothy R. Berger, Talent Management Hand Book, McGraw Hill, 2018.
2. K. Ashwathappa, Human Resource and Personnel Management, Tata McGraw Hill, 2017
3. Relevant articles from HBR publications.

Brand Management

IV BBA I Semester					School of Management			
Code	**Category**	**Hours/Week**			**Credits**	**Marks**		
	Elective	**L**	**T**	**P**	**C**	**CIE**	**SEE**	**Total**
		4	**0**	**0**	**4**	**60**	**40**	**100**

Course Objective:

Make the student understand the various branding strategies

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

- Give an overview of branding.
- Develop a brand using branding models.
- Use the appropriate framework to position a given brand and elucidate brand equity.
- Apply appropriate brand extension strategies to enhance the brand value.
- Assess brand performance and personality

Unit **I**

Introduction to Branding: Concept of brand, significance and objectives of branding, planning and implementing brand program, Pioneer brand advantage, Branding: Emerging challenges and opportunities. Branding strategies.

Unit II

Brand Identity: Brand Identity, developing brand identity, brand identity structure, Brand associations Brand awareness & Brand Image, brand failures, co-brands, store brands, Cult branding launching new brands

Unit III

Brand Positioning and Equity: Brand positioning and repositioning strategies, establishing brand values, Advertising and brand building, Brand promotion methods, Brand equity: types of brand equity: cost based, price brand and customer- based brand equity, need for measuring brand equity, Keller's CBBE Model, brand equity–Issues.

Unit IV:

Brand extension: Factors influencing brand extension decisions, Managing Growth through Brand Extensions, Re-branding- Revitalization.

Unit V:

Brand Performance: Measuring and interpreting brand performance, the role of brand ambassadors in creating brand image and improving brand performance, Portfolio management, Portfolio valuation.

Text Books:

1. Kevin Lane Keller and Vanitha Swaminathan, Strategic Brand Management, Pearson, 2020
2. David A Aaker, Managing Brand Equity, The Free Press, 1991

3. Ramesh Kumar, Managing Indian Brands,Vikas Publication, India, 2002.

References

1. www.afaqs.com
2. Business Today
3. Business world

Digital Supply Chain Management

BBA IV Year I Semester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	Elective	L	T	P	C	CIE	SEE	Total
		4	0	0	4	60	40	100

Course Objectives

The primary objective of a digital supply chain management course is to equip students with the knowledge and skills to leverage technology and data analytics to optimize supply chain processes, improve efficiency, and drive business value in a rapidly changing digital landscape.

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

- To understand the impact of digital transformation on supply chain management.
- To explore key digital technologies such as AI, IoT, Blockchain, and Cloud Computing in supply chains.
- To analyse real-world applications and case studies of digital supply chains.
- To develop strategies for managing and optimizing digital supply chains.
- To apply the digital inventory and smart warehouse management.

Unit I:

Introduction to Digital Supply Chain Management: Traditional vs. Digital Supply Chains, Key Drivers of Digital Transformation in SCM, Benefits and Challenges of Digitalization in Supply Chains, Digital Maturity Assessment in Supply Chain Organizations, Digital Risks in supply chains, Resilience and contingency planning in Digital SCM

Unit II

Technologies Enabling the Digital Supply Chain: Internet of Things (IoT) in Supply Chain Tracking, Artificial Intelligence (AI) and Machine Learning Applications, Blockchain for Transparency and Security in Supply Chains, Cloud Computing and Big Data Analytics in SCM, 3D printing and on-demand manufacturing, Sustainable and Green Digital Supply Chain

Unit III

Digital Procurement and Smart Sourcing: E-Procurement and Supplier Portals, Automation in Procurement (RPA, AI-driven sourcing), Smart Contracts and Blockchain-Based Procurement, Case Study: Digital Procurement Implementation.

Unit-IV

Real-Time Visibility and Logistics Optimization: Digital Twins and Real-Time Monitoring, RFID, GPS, and Telematics in Logistics, Route Optimization and Autonomous Vehicles, Case Study: Smart Logistics and Last-Mile Delivery

Unit-V:

Digital Inventory and Warehouse Management: Automated Warehousing and Robotics, Predictive Analytics for Inventory Optimization, Augmented Reality (AR) and Smart Warehousing, Case Study: AI-Powered Inventory Management

Text books

1. Ivanov, D., Tsipoulanidis, A., & Schönberger, J. (2021). Global Supply Chain and Operations Management
2. Chopra, S., & Meindl, P. (2020). Supply Chain Management: Strategy, Planning, and Operation
3. Christopher, M. (2016). Logistics & Supply Chain Management
4. V. Mahadevan (2021), Supply Chain Management for E-Commerce — Pearson

References

1. Krishnaveni Muthusamy (2021), Logistics Management and E-Commerce, Himalaya Publishing

Forensic Accounting

BBA IV Year I Semester					School of Management			
Code	Category	Hours/Week			Credits	Marks		
	Elective	L	T	P	C	CIE	SEE	Total
		4	0	0	4	60	40	100

Course Objective:

The objective of this course is to introduce the students to the principles of forensic accounting, focusing on the detection, investigation, and prevention of financial fraud through analytical tools, legal insights, and real-world case studies.

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

- Explain the scope and importance of forensic accounting.
- Identify and classify different types of financial fraud.
- Analyze financial statements for signs of manipulation.
- Apply investigative techniques to detect corporate fraud.
- Evaluate legal implications and ethical issues in forensic accounting

Unit I:

Introduction to Forensic Accounting: Meaning and scope of forensic accounting, Evolution and need for forensic accounting, Roles of forensic accountants

Unit II:

Types of Frauds and Red Flags: Corporate fraud, banking fraud, insurance fraud, Employee embezzlement, financial statement fraud, fraud indicators and symptoms.

Unit III:

Fraud Detection and Investigation Techniques: Benford's Law, Data mining techniques. Ratio and trend analysis. Interview techniques, evidence collection.

Unit IV:

Legal and Ethical Aspects of Forensic Accounting: Legal framework: IPC, IT Act, Companies Act. Evidence admissibility in court Ethical dilemmas and whistle-blower protection

Unit V:

Tools and Emerging Trends in Forensic Accounting: Use of digital forensics, blockchain auditing. Role of AI and analytics in fraud detection. Preventive controls and fraud risk management

Text Books:

1. Mary-Jo Kranacher, Richard Riley, Forensic Accounting and Fraud Examination, Joseph T. Wells, 2/e, Wiley, 2019
2. Joseph T. Wells, Principles of Fraud Examination 5/e, Cengage, 2017

Reference:

1. Journal of Forensic & Investigative Accounting
2. ICAI Forensic Accounting and Investigation Standards (FAIS)
3. ACFE (Association of Certified Fraud Examiners) publications
4. Articles from Harvard Business Review and The Economic Times

AI in Human Resource Management

BBA IV Year I Semester					School of Management			
Code	**Category**	**Hours / Week**			**Credits**	**Marks**		
	Elective	**L**	**T**	**P**	**C**	**CIE**	**SEE**	**Total**
		4	**0**	**0**	4	**60**	**40**	**100**

Course Objective

The course aims to equip students with the knowledge to critically assess and effectively implement AI-driven solutions in HR while considering ethical implications and the evolving role of HR in the era of generative and disruptive AI innovations.

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

- Understand the fundamentals of AI and its role, tools, and challenges in HRM.
- Analyze the use of AI in decision-making, recruitment, and HR metrics.
- Apply AI in key HR practices like talent acquisition, on boarding, and performance management.
- Evaluate AI-driven innovations in L&D and their impact on modern HRM.
- Utilize AI in HR analytics and assess its benefits, frameworks, and ethical implications.

Unit I

Understanding AI: Introduction of AI, Importance of AI in transforming HR functions, Challenges in implementing AI in HR, AI tools used in HRM (e.g. Hire Vue, Pymetrics, Eightfold AI)

Unit II

AI in decision making – Evolution of AI in business and HR decision-making, AI in recruitment-tools, Challenges & its benefits, HR metrics- key indicators and strategic importance, Limitations and challenges in traditional HR analytics.

Unit III

Adopting AI in HR Practices: Role of AI in Talent acquisition, Performance management, and on-boarding, Person-job-fit, Applications of AI in on-boarding.

Unit IV

Innovation and HR: Contributing factors for AI based learning, AI innovations for L&D functions, AI tools for L&D, Disruptive innovation in HRM, HRM in the era of Generative AI.

Unit V

AI in HR analytics: Metrics measured by HR analytics, LAMP framework, **AI in People analytics**-seven pillars of people analytics and AI's role in enhancing them, AI tools for people analytics, ethical issues with AI in people analytics, Benefits of AI in people analytics.

Text Books

1. Ben Eubanks (2018). Artificial Intelligence for HR: Use AI to Support and Develop a Successful Workforce. Kogan Page Publishers, 2018
2. Strohmeier, Stefan (2022). Handbook of Research on Artificial Intelligence in Human Resource Management. Edward Elgar Publishing, 2022

Distribution Management

IV BBA I Semester					School of Management			
Code	**Category**	**Hours/Week**			**Credits**	**Marks**		
		L	T	P	C	CIE	SEE	Total
		4	0	0	4	60	40	100

Course Objective:

To explore the choice available in distribution and learn how to leverage distribution channels effectively.

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

- Appreciate multiple roles of distribution partners
- Map distribution requirements with sales and marketing strategies of the firm
- Learn issues related to managing channel partners
- Understand the role of technologies in improving distribution productivity

Unit **I**

Introduction: Evolution and need, Importance of distribution, Distribution channel functions, Costs and margins.

Unit II

Designing Channels: Levels of distribution channels, Channel Implementation - Intensive / Selective / Exclusive trade partners, Innovations in distribution partnerships**.**

Unit III

Managing Channels: Vertical / Horizontal systems, Handling channel conflicts, Support to channel members, Trade promotions, Reverse logistics, Mystery audits

Unit IV:

Leveraging Technology: Technology-enabled distribution, Role of IT systems, Channel Information Systems (CIS), Smart warehouses, Applications of ERP, IoT, Blockchain, Robots

Unit V:

Emerging Trends: International Distribution, Distribution innovations in rural Indian markets

Text Books:

1. Richard Still, Edward W Cundiff, Norman A P Govoni, Sandeep Puri; Sales & Distribution Management; Pearson; 7/e, 2024
2. Krishna K Havaldar, Vasant M Cavale; Sales & Distribution Management; McGraw-Hill, 3/e, 2017

IMPEX Management

BBA IV Year I Semester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	Elective	L	T	P	C	CIE	SEE	Total
		4	0	0	4	60	40	100

Course Objectives

This course aims to equip students with a thorough understanding of the principles, procedures, and documentation involved in international trade. It will cover the intricacies of import and export operations, legal frameworks, risk management, and the strategic considerations for businesses engaged in global supply chains.

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

- Analyse the complexities of global trade environments and the factors influencing international business.
- Understand and apply the procedures and documentation required for import and export transactions.
- Evaluate and manage the risks associated with international trade, including financial, logistical, and regulatory risks.
- Develop strategies for efficient and compliant import and export operations within global supply chains.
- Appreciate the impact of emerging trends like digitalization, sustainability, and geopolitical shifts on IMPEX management.

Unit I:

Introduction to Global Trade and IMPEX - International Trade Theories and Landscape, Import and Export Management, Key Players and Ethical Considerations, Digital trade, trade facilitation, geopolitics.

Unit II

IMPEX Rules and Regulations: International Trade Laws and Organizations, Import Procedures (Customs, Valuation, Rules of Origin), Export Procedures (Controls, Documentation, Incentives), Supply chain transparency, evolving trade policies, data privacy.

Unit III

IMPEX Documents and Operations: Essential Import/Export Documents, International Payment Methods and Currency Risk, Logistics and Transportation (Modes, Incoterms), Blockchain in trade, multimodal transport, sustainable logistics.

Unit-IV

IMPEX Risk and Security: Identifying and Assessing Trade Risks (Commercial, Political, Economic, Logistical), Risk Mitigation Strategies, International Trade Insurance (Cargo, Credit, Political), Supply chain resilience, AI for risk assessment, cyber risk.

Unit-V:

IMPEX Strategy and Future: Market Entry and Partner Selection, Technology in IMPEX (Digital Platforms, AI, IoT), Sustainability and Ethical Issues in Global Trade, Automation in logistics, digital customs, geopolitical influence, Career paths and required skills in IMPEX.

Text books

1. Dr Chase Rhee, Principles of International Trade: Import-Export, 6/e, Hardcover, 2018.
2. Thomas Cook, Rennie Alston, Kelly Raia, Mastering Import & Export Management, Hardcover, 2012

References

1. Trent, R. J., Strategic Supply Management: Principles, Theories, and Practice, 2/e, J. Ross Publishing, 2020
2. Hill, C. W. L. International Business: Competing in the Global Marketplace 13/e, McGraw-Hill, 2021.

Major Project

BBA IV Year II Semester					School of Management			
Code	Category	Hours/ Week			Credits	Marks		
	Project	L	T	P	C	CIE	SEE	Total
		0	0	24	12	100	-	100

Students should do a project in their specialization stream . The objective of the project is to offer a deeper understanding and practical exposure in their specialized area.
After the completion of the project students have to give progress review to the supervisor and present final report.

Workplace skills								
IV BBA II Semester					School of Management			
Code	Category	Hours / Week			Credits	Marks		
	SEC	L	T	P	C	CIE	SEE	Total
		0	0	2	1	100	-	100

Course Objectives:

This course aims to develop skills needed to be successful at the workplace by understanding self and the ways of working with key stakeholders

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

- Manage self-needs and priorities
- Learn about team dynamics and managing conflicts in teams
- Identify strategies to handle unhealthy workplace
- Understand how to handle difficult customers
- Manage their well-being and work-life balance

Unit I:

Managing Self: Building personal identity, creating a portrait of yourself, setting priorities about values, success stories, basic psychological needs, changes in our lives, understanding change.

Unit II:

Managing Teams: Working in teams, effective teams, five stages of team development, team functions and roles, high-performance team, the five dysfunctions of a team, managing conflict, motivation and inspiration, giving and receiving feedback, emotional intelligence, personality, different approaches to solving workplace problems, employee engagement, various generations of workforce.

Unit III:

Navigating the Workplace: Qualities and skills required at workplace, ideal workplace, challenging behaviours in the workplace, survival strategies for an unhealthy workplace, managing trust in the workplace, two influential workplace groups, diversity and inclusion, future of work (remote & hybrid working), gig economy.

Unit IV:

Managing customers: Internal customers, and external customers, handling difficult customers, negotiation and persuasion, empowering employees to resolve customer issues, effective customer communication

Unit V:

Managing Well-being: Managing your time, maintaining work-life balance, managing stress, worry and its impacts, handling difficult situations, using self-talk, positive mindset.

References:

1. GE Foundation Workplace Skills Program
2. Soft Skills for Workplace Success. SAGE Publications India Pvt, Limited, 2021.
3. Skills to Pay the Bills: Mastering Soft Skills for Workplace Success, 2022

ACADEMIC REGULATIONS (AU-R21)

For the Bachelor of Business Administration (BBA)

With effect from the Academic year 2021-22

School of Business Management

ANURAG UNIVERSITY

Ghatkesar (M), Medchal-Malkajgiri (Dist), Hyderabad,
Telangana 500088

www.anurag.edu.in

5th November 2021

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Academic Regulations for Bachelor of Business Administration with effect from the Academic Year 2021-22

1. Title and Duration of the Program

1.1 The program shall be called the Undergraduate (UG) Program in Bachelor of Business Administration abbreviated as BBA. These regulations come into force with effect from the academic year 2021-22 and onwards.

1.2 The BBA program duration shall be three academic years divided into eight semesters and each semester having 16 weeks of instruction.

1.3 Students admitted to the BBA program shall have to complete the course of study within a maximum time frame of 5 years (3+2 years) from the year of admission. Relaxation sought on genuine grounds will be referred to the Board of Management.

2. Admission Procedure

2.1 A candidate for admission into the BBA program must have passed the Intermediate Examination of the Board of Intermediate Education, Government of Telangana or any other examination recognized by the Anurag University as equivalent.

2.2 All the eligible applicants satisfying 2.1 shall be governed by the following admission policy:

Academic Program	Entrance Test	Rule of Reservation	Fee Structure
BBA	Admission to the program will be based on the marks obtained in the Anurag University Common Entrance Test or any other as prescribed by the Governing Body of Anurag University.	As per the section 33 of the Telangana State Private Universities Act No. 11 of 2018, and Rule 10 of the G.O.M.S. No. 26, [Higher Education (UE.1) Department], Dt. 20-08-2019.	As prescribed by Anurag University from time to time as per the act.

3. Program of Study and Code

Program	Code
Bachelor of Business Administration	02

4. Credits

4.1 The following is the credit allocation table.

Course	Credits
1 Hour Lecture (L) per week	1
1 Hour Tutorial (T) per week	1
1 Hour Practical (P) per week	0.5
2 Hour Practical (P) per week	1
Mini project	2
Comprehensive Viva Voce	2
Seminar	3
Internship	3
Project	10

5. Distribution and Weightage of Marks

5.1 The performance of a student in a semester shall be evaluated course-wise for a maximum of 100 marks in each theory and practical course. In addition, industry-oriented mini-project, Internship, seminar, comprehensive viva-voce and project work shall be evaluated for 100 marks each.

5.2 The distribution of marks for Continuous Internal Evaluation (CIE) and the Semester End Examination (SEE) along with the minimum pass percentage shall be as follows:

Course	Continuous Internal Evaluation (CIE)	Semester End Examination (SEE)	*Min. Pass Percentage in (SEE)	*Min. Pass Percentage (CIE+SEE)
Theory	40	60	35	40
Laboratory/Practical	50	50	35	40
Industry-Oriented mini Project	0	100	35	40
Seminar presentation	100	-	-	40
Internship	100	-	-	40
Comprehensive viva-voce	0	100	35	40
Project Work	50	50	35	40

5.3 A relaxation of 10% of maximum marks shall be given to physically challenged students.

5.4 Continuous Internal Evaluation (CIE):

5.4.1 The CIE has two components namely, a) Mid Term Examinations, b) Quizzes and c) Assignment/ Seminars/ Projects/ Group Activities.

5.4.2 The midterm examination is evaluated for 20 marks, Quizzes are for 10 marks and the Assignment/ Seminars/ Projects/ Group Activities are for 10 marks.

a. Midterm examination:

For theory subjects, there shall be two midterm examinations as a part of continuous evaluation. Each midterm examination shall be conducted for the duration of 90 minutes and the question paper consists of Part-A (Short Answers) for 5 marks and Part-B (Long Answers) for 15 marks. Part-B shall contain 5 questions of which student have to answer 3 questions; each question carries 5 marks.

The First midterm examination shall be conducted for 2.5 units of syllabus at the end of 8 weeks of instruction and Second midterm examination shall be conducted for remaining 2.5 units at the end of 16 weeks of instruction.

There shall be an optional third midterm examination during the preparation cum external practical examinations period subject to the following conditions:

i. Interested students have to register for the third midterm examination by paying the prescribed registration fee.

ii. Third midterm examination covers entire semester syllabus carrying 20 marks.

The average of best two midterm examinations shall be taken as the final marks secured by each candidate.

b. Quizzes:

There shall be a total of five quizzes of 10 marks each, consists of 10 objective type questions. The quiz shall be conducted at the end of each of the five units of instruction for 15 minutes duration. The average of the five quizzes shall be taken as the final quiz marks secured by each candidate.

c. Assignment / Seminars / Projects / Group Activities:

There shall be two Assignments / Seminars / Projects / Group Activities as part of continuous evaluation, conducted for 10 marks. These should be completed before the conduct of the second midterm examination. The average of the two assignments shall be taken as the final marks secured by each candidate.

5.5 Semester End Examinations (SEE):

5.5.1 The semester end examination will be conducted for 60 marks which consist of two parts viz., i). Part-A for 20 marks, ii). Part –B for 40 marks.

5.5.2 Part-A is compulsory, which consists of ten questions (numbered from 1 to 10), two questions from each unit carrying 2 marks each.

5.5.3 Part-B consists of five questions (numbered from 11 to 15) shall be set by covering one question (may contain sub-questions) from each unit of the syllabus carrying 8 marks each. For each question there will be an “either” “or” choice (that means there will be two questions from each unit and the student should have to answer any one of them).

5.5.4 For practical subjects, there shall be a continuous internal evaluation during a semester for 50 marks and Semester end examination carries 50 marks. Out of the 50 marks for continuous internal evaluation, day-to-day work in the laboratory shall be evaluated for 30 marks and internal practical examination shall be evaluated for 20 marks conducted by the laboratory teacher concerned. The SEE carries 50 marks.

Components of Day-to-day evaluation:

- Preparation for Lab – 10 marks
- Observation – 10 marks
- Completion of Experiment – 5 marks
- Record – 5 marks

5.5.5 The practical end semester examination shall be conducted with an external examiner along with one internal examiner. The external examiner shall be appointed by the Dean-Examinations from the list of panel of examiners approved by the Vice-Chancellor.

5.5.6 **Industry-oriented mini-Project**:

There shall be an industry-oriented mini-Project, to be taken up during the vacation after completion of the I Year II Semester examinations. However, the mini project and its report shall be evaluated in II Year I Semester. The industry oriented mini project shall be submitted in report form and should be presented before the committee, which shall be evaluated as SEE for 100 marks. The committee consists of the Head of the Department, the Supervisor of mini project and a senior faculty member of the department nominated by the Dean-School of Management. There shall be no CIE marks for industry oriented mini project.

5.5.7 **Seminar presentation**:

There shall be a seminar presentation in II Year II Semester. For the seminar, the student shall collect the information on a specialized topic and prepare a technical report, showing his/her understanding of the topic, and submit it to the Department. It shall be evaluated by the committee consisting of Head of the Department, seminar Supervisor and senior faculty member nominated by the Dean-School of Management. The seminar report shall be evaluated as CIE for 100 marks.

5.5.8 **Comprehensive viva-voce**:

There shall be a comprehensive viva-voce in III Year II Semester. The comprehensive viva-voce shall be conducted by a committee consisting of the Head of the Department and the two senior faculty members of the department. The comprehensive viva-voce is intended to assess the students understanding of the courses he studied during the program.

The comprehensive viva-voce is evaluated as SEE for 100 marks.

5.5.9 **Internship**:

There shall be an Internship, to be taken up during vacation after the II Year II Semester. The internship work executed, and its output shall be submitted in report form and shall be presented before the committee. The report shall be evaluated for 100 marks in III year I semester. The committee consists of Head of the Department, the supervisor of Internship and senior faculty member of the department nominated by the Dean-School of Management. There shall be no external for evaluation of Internship.

5.5.10 **Project Work**:

Out of a total of 100 marks for the project work, 50 marks shall be for CIE and 50 marks for the SEE. The CIE shall be based on the two seminars given by each student on the topic of his/her interest. The SEE (viva-voce) shall be conducted by the committee consists of an (i) External examiner appointed by the Dean - Examinations on the recommendation of Chairperson, BOS, (ii) Head of the Department, (iii) Supervisor of the project and (iv) Senior faculty member of the department. The evaluation of project work shall be conducted at the end of the III Year II Semester.

5.5.11 The Laboratory marks and the CIE awarded by the faculty are subject to scrutiny and scaling by the University whenever/wherever necessary. In such cases, the CIE and laboratory marks awarded by the teacher will be referred to a committee consisting of Chairperson BOS / Head of the Department, Dean-Examinations / COE and the subject expert. The committee will arrive at a scaling factor and the marks will be scaled accordingly. The recommendations of the committee are submitted to the Vice-Chancellor and his decision is final. The laboratory records and internal test papers shall be

preserved for a period of two years or as specified by the University from time to time.

5.6 Candidates shall be permitted to apply for recounting / revaluation of SEE scripts within the stipulated period by paying the prescribed fee.

5.7 Recounting:

The totaling of the marks awarded shall be verified in the answer script and corrected if there is any mistake.

5.8 Revaluation:

a) The answer scripts of the candidate applied for revaluation are evaluated by two subject experts independently other than the original valuer.

b) If the difference of marks between these two valuations is 15% or more, it will be sent for third valuation to another subject expert.

c) Nearest of two valuations out of three will be considered and the average of these two will be taken as the final marks obtained.

d) If the difference of the final marks after revaluation is greater than or equal to 15% of maximum marks, then the revaluation marks are considered for declaring the result.

e) If the revaluation marks are less than the original marks, the original marks remain same and there is no change in the result.

5.9 Challenge Valuation:

The candidates who have applied for revaluation and not satisfied with the result are only eligible to apply for challenge valuation by paying the prescribed fee in the form of DD payable to the Registrar, Anurag University.

a) On receipt of the DD, a photocopy of the answer booklet shall be given to the student.

b) The paper will be evaluated in the presence of the student by a senior faculty member appointed by the University.

c) If there is any change in the marks >= 15% of the maximum marks, the new marks will be awarded to the student. Otherwise, there will be no change in original secured marks.

d) If the change in marks (equal or above 15% of the maximum marks) occurs, the amount paid towards challenge valuation will be refunded. Otherwise, the student will forfeit the total amount which he/she has paid.

6. Attendance Requirements

6.1 A student is eligible to write the Semester end examinations only if he/ she acquire a minimum of 75% attendance in aggregate of all courses.

6.2 Condonation of shortage of attendance in aggregate up to 10% (65% and above and below 75%) in each semester may be granted on medical grounds as approved by the Academic Council.

6.3 A stipulated fee shall be payable towards condonation of shortage of attendance.

6.4 Shortage of attendance below 65% in aggregate shall not be condoned.

6.5 However, in respect of women candidates who seek condonation of attendance due to pregnancy, the Vice-Chancellor may condone the deficiency in attendance to the extent of 15% (as against 10% condonation for others) on medical grounds subject to submission of medical certificate to this effect. Such condonation shall not be availed twice during the program of study.

6.6 Students whose shortage of attendance is not condoned are not eligible to write semester end examinations of that semester. Such students are detained and their registration for examination stands cancelled.

6.7 A student detained due to shortage of attendance in a semester may seek re-admission into that semester, as and when offered, within four weeks from the date of commencement of class work with the academic regulations of the batch into which he/she gets re-admitted.

6.8 A student will be promoted to the next semester if he/she satisfies the attendance requirement of the present semester and shall not be eligible for readmission into the same semester.

6.9 For all mandatory, noncredit courses offered in a semester, a student shall be declared successful or ‘passed’, if he/she secures >=75% attendance in such a course. A ‘satisfactory participation certificate’ for that mandatory course will be issued and no marks or letter grade shall be allotted.

6.10 Attendance of N.S.S/N.C.C Camps or Inter collegiate or Inter University or Inter State or International matches or debates or such other Inter

University activities as approved by the authorities, will be taken into consideration while calculating the attendance.

(i) Such leave should be availed with prior permission from the Dean-School of Agriculture and not be availed more than twice during the program of study.

(ii) Without any prior permission, such leave shall be treated as absence.

(iii) While calculating the attendance, the no. of classes not attended in each course should be deleted in the denominator.

7. Promotion Rules:

7.1 The Rules of promotion are as follows.

Promotion	**From I Yr. to II Yr.**	**From II Yr. to III Yr.**
Condition to be fulfilled	50% of the total credits up to I Year II Semester.	60% of the total credits up to II Year I Semester.

7.2 A student shall register and put up required attendance in all courses and earn a total of 134 credits for the award of degree.

7.3 When a student is detained due to shortage of attendance in any semester, no grade allotments or SGPA/CGPA calculations will be given for that entire semester in which he/she is detained.

7.4 When a student is detained due to lack of credits in any year, he/she may be readmitted after fulfillment of the academic requirements, with the academic regulations of the batch into which he/she gets readmitted.

7.5 For readmitted candidates, if there are any professional electives / open electives, the same may also be re-registered if offered. However, if those electives are not offered in later semesters, then alternate electives may be chosen from the set of elective courses offered under that category.

8. Minimum Academic Requirements

8.1 The following academic requirements have to be satisfied in addition to the attendance requirements mentioned above.

8.2 A student is deemed to have satisfied the minimum academic requirements if he/she has earned the credits allotted to each theory/practical/project/internship and secured not less 35% marks in

semester end examination (SEE), and minimum 40% of marks in the sum total of the internal evaluation and end examination taken together.

8.3 The student has to pass the failed course by appearing the supplementary examination as per the requirement for the award of degree.

9. Grade Points

9.1 Marks will be awarded to indicate the performance of each student in each theory courses or practical/seminar/project/mini-project etc., based on the percentage of marks obtained in both CIE and SEE taken together as specified above, and a corresponding letter grade shall be given.

9.2 A 10 point absolute grading system using the following letter grades and corresponding percentage of marks shall be followed as given below:

Letter Grade		Grade Points	% of Marks Secured(M) (Class Intervals)
O	Outstanding	10	M≥90%
A+	Excellent	9	80≤ M<90
A	Very Good	8	70≤ M<80
B+	Good	7	60≤ M<70
B	Average	6	50≤ M<60
C	Pass	5	40≤ M<50
F	Fail	0	M< 40
Ab	Absent	0	--

9.3 A student obtaining 'F' grade in any subject shall be considered as ‘failed’ and will be required to reappear as ‘supplementary candidate’ in the SEE, as and when conducted. In such cases, CIE in those subject(s) will remain same as those the student obtained earlier.

9.4 A letter grade does not imply any specific % of marks.

9.5 In general, a student shall not be permitted to repeat any course (s) only for the sake of ‘grade improvement’ or ‘SGPA/CGPA Improvement’.

9.6 A student earns grade point (GP) in each course, on the basis of the letter grade obtained by him in that course (excluding mandatory non-credit courses). Then the corresponding ‘credit points’ (CP) are computed by multiplying the grade point with credits for that particular course.

Credit Points (CP) = Grade Point (GP) x Credits (for a course)

9.7 After successful completion of the course only, the students get GP ≥ 5 ('C' grade or above).

9.8 SGPA/CGPA at the end of each semester shall be awarded only if he/she passed all the courses up to end of that semester.

10. Supplementary Examinations

10.1 A student who is eligible to appear for the semester end examinations in a course, but is absent / failed in that examination, may write the examination in that course during supplementary examinations. In such cases, CIE assessed earlier for that course will be carried over and added to the marks to be obtained in the supplementary examinations for evaluating his/her performance in that course.

10.2 Supplementary examination(s) in the failed courses shall be conducted as per the schedule given by the University. If the concerned course is not available in the new regulation, the student shall have to appear for the examinations with the syllabus of equivalent course(s) prevailing for the regular students in that academic year. The equivalent course will be established by the concerned Head / Chairperson, BoS. However, if no such similar course is offered in the current regulation, the supplementary examination(s) shall be conducted with the same syllabus which is studied during regular course of study with extra fee as specified by the University from time to time.

11. Registration / Dropping

11.1 Each student has to register for course work at the beginning of each semester as per the schedule mentioned in the academic calendar.

11.2 Department will notify at the time of registration about the minimum number of students to be enrolled for a particular course to be offered.

11.3 Any student may be barred from registering for any course for specific reasons like disciplinary reasons, non- payment of fees, etc.

12. Passing Standards

12.1 **Earning a Credit**: A student shall be considered to have completed a course successfully and earned the credits if he/she secures an

acceptable letter grade in the range ‘O’ to ‘C’. Letter grade 'F' in any course implies failure in that course and no credits earned.

12.2 A student shall be declared successful or ‘passed’ in a semester, only when he/she gets a SGPA ≥ 5.00 (at the end of that particular Semester); and a student shall be declared successful or ‘passed’ in the entire UG Program, only when he/she gets a CGPA≥5.00; subject to the condition that he/she secures a GP≥5.00 (C Grade or above) in every registered course in each semester.

12.3 A student shall be declared successful or ‘passed’ in any non-credit course, if he/she secures a ‘satisfactory participation certificate’ for that mandatory course.

12.4 After the completion of each semester, a grade card or grade sheet (or transcript) shall be issued to all the registered students of that semester, indicating the letter grades and credits earned. It will show the details of the courses registered (course code, title, no. of credits etc.), grade earned, credits earned, SGPA and CGPA.

13. Vertical Progression

13.1 It shall also be necessary to lay down uniform minimum standards for SGPA and CGPA together with the minimum number of credits to be earned in a semester for the vertical progression of students. This shall be used in facilitating the mobility of students from one institute to another and also in avoiding any confusion among the students. At the end of each semester the minimum standard for SGPA = 5.0 and CGPA=5.0. However, failure to secure a minimum CGPA = 5.0 at the end of any semester for the first time, shall attract a warning before approval of the student to continue in the following semester.

14. Eligibility for Award of BBA Degree

A student shall be eligible for award of the BBA degree if he/she fulfils all the following conditions:

14.1 He/she should have registered and successfully completed all the components prescribed in the program of study to which he/she is admitted by securing 134 credits.

14.2 He/she has obtained CGPA greater than or equal to 5.0 (minimum requirements for pass).

14.3 He/ she has no due to the Institute, hostels, Libraries, NCC/NSS etc.

14.4 No disciplinary action is pending against him/her.

14.5 Those who fail to fulfill the above academic requirements shall forfeit their admission.

15. Award of Class

15.1 A student who registers for all the specified courses as listed in the program and secures the required number of 134 credits (with CGPA ≥ 5.0), within three academic years from the date of commencement of the first academic year, shall be declared to have 'qualified' for the award of the BBA degree.

CGPA	Class	Condition
CGPA≥8.00	First Class with Distinction	• Should have passed all the courses in regular examination and should complete the program in 3 years of time. • Should not have been detained or prevented from writing the semester end examinations in any semester due to shortage of attendance or any other reason.
6.50 ≤ CGPA<8.00	First Class	• The Students who secure CGPA ≥8.00, but not fulfilling the conditions for "First Class with Distinction" shall be awarded 'First Class' only.
5.50≤ CGPA< 6.50	Second Class	
5.0 ≤ CGPA< 5.50	Pass Class	

15.2 The CGPA can be converted to equivalent percentage of marks by using the following formula:

Percentage(%) of marks = (CGPA - 0.5) X 10

16. Withholding of Results

If the student has not paid the dues, if any, to the University or if any case of indiscipline is pending against him, the result will be withheld, and he will not be allowed into the next semester. In such cases the matter will be referred to the academic council. The decision of the academic council is final.

17. Transitory Regulations

17.1 Discontinued, detained, or failed candidates are eligible for readmission as and when next offered as per the university admission procedure.

17.2 Students on transfer shall complete the prescribed courses of the concerned program not covered earlier and however he/she should take the remaining program along with others.

18. Transcripts

After successful completion of the total Program of study, a Transcript containing performance of all academic years/semesters will be issued as a final record. Duplicate transcripts will also be issued if required after the payment of requisite fee.

19. Convocation

19.1 The University shall conduct convocation ceremony to confer the degree(s).

19.2 The University shall institute Prizes and Awards to meritorious students during convocation.

20. Termination from the program

The admission of a student to the program may be terminated in the following circumstances:

20.1 The student fails to satisfy the requirements of the program within the maximum period stipulated for that program.

20.2 The student fails to satisfy the norms of discipline specified by the university from time to time.

21. Non-Credit Courses (Mandatory Courses)

21.1 All the courses designated as mandatory course is a compulsory requirement for all students for the award of degree.

21.2 These activities carry no credits and are evaluated as satisfactory/ unsatisfactory.

21.3 Minimum attendance requirement as per the regulations is compulsory for completing the mandatory courses.

22. Amendments

The regulations hereunder are subject to amendments as may be made by Academic Council from time to time. Any or all such amendments will be effective from such date and to such batches of candidates (including those already undergoing the program).