

DR. A.P.J. ABDUL KALAM TECHNICAL UNIVERSITY

UTTAR PRADESH, LUCKNOW



BACHELOR OF BUSINESS ADMINISTRATION (BBA)

3 YEARS COURSE

THIRD YEAR SYLLABUS

(SEMESTER V & VI)

As per AICTE & NEP2020

(W.E.F 2024-25)

BACHELOR OF BUSINESS ADMINISTRATION (BBA) - 3 YEARS COURSE (W.E.F 2024-25)

THIRD YEAR STUDY AND EVALUATION SCHEME

SEMESTER 5

SN	CODE	TYPE	SUBJECT	L	T	P	INTERNAL EVALUATION SCHEME				END SEMESTER EVALUATION		TOTAL	CREDIT
							CT	TA	PS	TOTAL	TE	PE		
1	BBA501	CC	Introduction to Research Methodology	3	0	0	20	10	0	30	70	0	100	3
2	BBA502	CC	Logistics and Supply Chain Management	3	0	0	20	10	0	30	70	0	100	3
3	BBA503	CC	Fundamentals of Consumer Behaviour	3	0	0	20	10	0	30	70	0	100	3
4	BBA504	MDE	Foundations of Analytics and Artificial Intelligence	3	0	0	20	10	0	30	70	0	100	3
5	BBA505	DSE	Elective-1*	3	0	0	20	10	0	30	70	0	100	3
6	BBA506	DSE	Elective-2*	3	0	0	20	10	0	30	70	0	100	3
7	BBA507	IPR	Internship #	0	0	0	0	30	-	30	0	70	100	3
8	BBA551	SEC	Analytics and AI Lab-1	0	0	2	20	10	20	50	0	50	100	1
TOTAL				18	0	2	140	100	20	260	420	120	800	22

*Students will opt for one specialisation group from table 1 for Discipline Specific Elective (DSE) subjects. The same specialisation group shall continue in the sixth semester as per table 2. #The assessment of the internship completed after the fourth semester during the academic session/summer break will be conducted in this semester.

SEMESTER 6

SN	CODE	TYPE	SUBJECT	L	T	P	INTERNAL EVALUATION SCHEME				END SEMESTER EVALUATION		TOTAL	CREDIT
							CT	TA	PS	TOTAL	TE	PE		
1	BBA601	CC	Business Policy & Strategy	3	0	0	20	10	0	30	70	0	100	3
2	BBA602	CC	Entrepreneurship Development	3	0	0	20	10	0	30	70	0	100	3
3	BBA603	CC	Corporate Governance & Ethics	3	0	0	20	10	0	30	70	0	100	3
4	BBA604	MDE	Business Taxations	3	0	0	20	10	0	30	70	0	100	3
5	BBA605	DSE	Elective -3*	3	0	0	20	10	0	30	70	0	100	3
6	BBA606	DSE	Elective -4*	3	0	0	20	10	0	30	70	0	100	3
7	BBA607	IPR	Dissertation	1	2	0	-	10	20	30	0	70	100	3
8	BBA651	SEC	Analytics and AI Lab-2	0	0	2	20	10	20	50	0	50	100	1
TOTAL				19	2	2	140	80	40	260	420	120	800	22

*Students will opt for Discipline Specific Elective (DSE) subjects from the same specialisation group as selected in the fifth semester.

Table 1 : Specialisation Groups for Discipline Specific Electives in Fifth Semester
(Any one specialisation and corresponding any two subjects will be selected by student)

Sl. No.	Specialisation Group	Discipline Specific Elective (DSE) Subject 1	Discipline Specific Elective (DSE) Subject 2	Discipline Specific Elective (DSE) Subject 3
1	Marketing	Digital Marketing	Marketing of Services	Industrial Marketing
2	Finance	Investment Analysis & Portfolio Management	Financial Markets, Products and Services	Financial Analytics
3	Human Resource Management	Industrial Relations & Labour Laws	Performance Management	HR Analytics
4	Business Analytics	Introduction to Business Analytics	Data Analytics using R	Data Visualisation and Storytelling
5	International Business	International Trade Policy and Strategy	International Supply Chain	Export- Import Policy and Documentations

Table 2: Specialisation Groups for Discipline Specific Electives in Sixth Semester
(Any two subjects will be selected by the student from the same specialisation opted in the Fifth Semester)

Sl. No.	Specialisation Group	Discipline Specific Elective (DSE) Subject 1	Discipline Specific Elective (DSE) Subject 2	Discipline Specific Elective (DSE) Subject 3
1	Marketing Management	Rural Marketing	Integrated Marketing Communication & Brand Management	Sales and Distribution Management
2	Financial Management	Financial Derivatives	Introduction to Corporate Finance	Financial Modelling
3	Human Resource Management	Negotiation Skills	Talent Acquisition and Management	Employee Life Cycle Management
4	Business Analytics	Data Analytics with Python	Social Media and Web Analytics	Predictive Analytics
5	International Business Management	International Ventures, Mergers & Acquisitions	Global Business Environment	Transnational and Cross-Cultural Marketing

Abbreviations: CC- Core courses (Major), MDE- Multidisciplinary Elective, DSE- Discipline Specific Electives, IPR- Internship, Project, Research

BBA 5TH SEMESTER SYLLABUS

Subject: Introduction to Research Methodology
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Course Code	Type	Credits	Contact Hours	Course Focus
BBA501	CC	3	40	Skill Development

Course Objectives

1. Develop a comprehensive understanding of research methodology and its application in business and management studies.
2. Formulate research problems and design appropriate research methodologies aligned with research objectives.
3. Apply suitable techniques for data collection, measurement, sampling, and statistical analysis.
4. Interpret research findings using quantitative and qualitative analytical tools for business decision-making.
5. Prepare professional research reports following accepted academic and industry standards.

Course Content

Unit-1: Foundations of Research and Scientific Inquiry (7 Hours)

Concept, meaning, nature, scope, and significance of research; objectives of research; types of research including basic, applied, exploratory, descriptive, diagnostic, and causal research; characteristics of good research; research process and stages of research; role of research in business decision-making.

Unit-2: Research Problem Formulation and Literature Review (9 Hours)

Identification and formulation of research problems; selection and justification of research topics; review of literature and related studies; identification of research gaps; formulation of research questions, research objectives, hypotheses, and conceptual framework; variables and operational definitions; ethical issues in business research including plagiarism, informed consent, confidentiality, and research integrity.

Unit-3: Research Design and Sampling Techniques (8 Hours)

Concept and importance of research design; fundamentals of experimental designs; preparation of research proposals; sampling concepts and sampling design; probability and non-probability sampling techniques.

Unit-4: Measurement and Data Collection Methods (8 Hours)

Concepts of measurement and scaling; levels of measurement including nominal, ordinal, interval, and ratio scales; primary and secondary data sources;

methods of data collection including questionnaires, schedules, interviews, observations, focus group discussions, and online surveys; questionnaire design principles.

Unit-5: Data Analysis, Interpretation and Research Reporting (8 Hours)

Data preparation including editing, coding, classification, and tabulation; descriptive statistics; hypothesis testing using parametric and non-parametric tests; data visualization through charts, graphs, tables, box plots, and dashboards; interpretation of research findings; structure and format of research reports; referencing styles and citation methods; executive summaries, conclusions, recommendations, and presentation of research results.

Suggested Readings (Latest Editions)

1. Malhotra, N. K., Nunan, D., & Birks, D. F. (2017). Marketing research: An applied approach (5th ed.). Pearson Education.
2. Kumar, R. (2019). Research methodology: A step-by-step guide for beginners (5th ed.). SAGE Publications Ltd.
3. Sekaran, U., & Bougie, R. (2019). Research methods for business: A skill-building approach (8th ed.). John Wiley & Sons.
4. Kothari, C. R., & Garg, G. (2019). Research methodology: Methods and techniques (4th ed.). New Age International Publishers.
5. Cooper, D. R., & Schindler, P. S. (2019). Business research methods (13th ed.). McGraw-Hill Education.

Course Outcomes (COs) with Bloom's Knowledge Level (KL) Mapping

CO No.	Course Outcome Statement	Bloom's KL
CO1	Explain the fundamental concepts, types, processes, ethical principles, and significance of research in business and social science contexts.	K2 (Understand)
CO2	Formulate research problems, conduct literature reviews, identify research gaps, and develop research objectives, hypotheses, and conceptual frameworks.	K3 (Apply)
CO3	Apply appropriate research designs, sampling plans, measurement scales, and data collection methods for business research studies.	K3 (Apply)
CO4	Apply suitable statistical techniques to process quantitative and qualitative data and interpret research findings for informed decision-making.	K3 (Apply)
CO5	Prepare and present a structured research report incorporating data analysis, interpretation, conclusions, recommendations, and proper academic referencing.	K3 (Apply)

Subject: Logistics and Supply Chain Management

Course Code	Type	Credits	Contact Hours	Course Focus
BBA502	CC	3	40	Employability

Course Objectives

1. Understand the strategic role of logistics and supply chain management in creating competitive advantage and business value.
2. Analyse and design efficient supply chain networks for traditional and e-commerce business models.
3. Evaluate sourcing and pricing strategies for improving supply chain performance and profitability.
4. Apply demand forecasting, aggregate planning, inventory management, and coordination techniques for effective supply chain management.
5. Examine the impact of digital technologies, sustainability initiatives, and global business challenges on supply chain operations.

Course Content**Unit-1: Foundations of Logistics and Supply Chain Management (7 Hours)**

Concept, evolution, scope, and objectives of supply chain management; logistics and supply chain integration; strategic role of supply chain management in organizational competitiveness; value creation through supply chain integration; digital transformation and emerging trends in supply chain management; latest trends and applications of analytics and artificial intelligence in supply chain management.

Unit-2: Supply Chain Drivers and Performance Management (9 Hours)

Supply chain drivers including facilities, inventory, transportation, information, sourcing, and pricing; supply chain performance metrics; efficiency versus responsiveness in supply chains; supply chain analytics; role of information sharing and visibility in supply chain success; Application of AI and predictive analytics for supply chain performance optimization.

Unit-3: Supply Chain Network Design and Risk Management (8 Hours)

Supply chain network design principles and decision-making; transportation and warehouse network planning; distribution strategies for traditional and e-business models; global supply chain network design; supply chain resilience and risk management; case studies.

Unit-4: Sourcing and Pricing Strategies in Supply Chains (8 Hours)

Strategic sourcing decisions and supplier relationship management; procurement processes and supplier evaluation; outsourcing and insourcing

strategies; ethical and sustainable sourcing practices; pricing objectives and pricing models; revenue management and dynamic pricing strategies; sourcing and pricing challenges in e-commerce and omnichannel retailing; case studies.

Unit-5: Demand Forecasting and Supply Chain Coordination (8 Hours)

Demand forecasting techniques and forecasting models; aggregate planning and capacity management; sales and operations planning; inventory planning and replenishment strategies; managing demand variability and the bullwhip effect; collaborative planning, forecasting, and replenishment; digital technologies and scope of sustainability in logistics and supply chain; case studies.

Suggested Readings (Latest Editions)

1. Sunil Chopra & Peter Meindl, Supply Chain Management: Strategy, Planning, and Operation.
2. Martin Christopher, Logistics & Supply Chain Management.
3. David Simchi-Levi, Philip Kaminsky & Edith Simchi-Levi, Designing and Managing the Supply Chain.
4. Donald J. Bowersox, David J. Closs & M. Bixby Cooper, Supply Chain Logistics Management.

Course Outcomes (COs) with Bloom's Knowledge Level (KL) Mapping

CO No.	Course Outcome Statement	Bloom's KL
CO1	Explain the concepts, components, drivers, and strategic importance of logistics and supply chain management in achieving organizational objectives.	K2 (Understand)
CO2	Explain supply chain drivers, performance measures, and network design considerations for traditional, digital, and global business environments.	K2 (Understand)
CO3	Apply sourcing, supplier relationship, procurement, and pricing concepts to improve supply chain performance.	K3 (Apply)
CO4	Apply demand forecasting, aggregate planning, inventory management, and coordination mechanisms to balance demand and supply effectively.	K3 (Apply)
CO5	Describe the role of digital transformation, sustainability initiatives, and emerging technologies in enhancing supply chain resilience.	K2 (Understand)

Subject: Fundamentals of Consumer Behaviour

Course Code	Type	Credits	Contact Hours	Course Focus
BBA503	CC	3	40	Employability

Course Objectives

1. Develop a comprehensive understanding of the concepts, theories, and models of consumer behaviour.
2. Analyse the influence of psychological, social, cultural, and personal factors on consumer purchase decisions.
3. Examine the consumer decision-making process and evaluate different models of buying behaviour.
4. Interpret online and organisational buying behaviour in the context of evolving market dynamics.
5. Apply consumer behaviour insights to formulate effective marketing strategies in the Indian context.

Course Content**Unit-1: Introduction to Consumer Behaviour (7 Hours)**

Concept, nature, scope, and importance of consumer behaviour; relationship between consumer behaviour and marketing; consumer value, consumerism and consumer rights; factors influencing consumer behaviour; emerging trends in consumer markets; ethical marketing practices; introduction to online consumer behaviour and digital consumer journey; overview of organisational buying behaviour.

Unit-2: External Influences on Consumer Behaviour (9 Hours)

Lifestyle analysis and psychographics; AIO (Activities, Interests, Opinions) framework; social class and consumption patterns; reference groups and group dynamics; family decision-making and family life cycle; role of opinion leaders and influencers; cultural values, subcultures, and cross-cultural influences; global and Indian consumer diversity.

Unit-3: Internal Psychological Influences (8 Hours)

Consumer perception and perceptual mapping; learning theories and memory systems; motivation theories and their marketing implications; personality and self-concept; consumer involvement; attitude formation and change; cognitive dissonance and its impact on post-purchase behaviour; implications for branding and communication strategies; case studies.

Unit-4: Consumer Decision-Making Process (9 Hours)

Concept and stages of decision-making; need recognition, information search, evaluation of alternatives, purchase decision, and post-purchase behaviour; situational influences (physical, social, temporal, psychological); satisfaction, dissatisfaction, and loyalty formation; traditional and contemporary models of consumer decision-making; application of behavioural models in marketing strategy; case studies

Unit-5: Digital, Organisational and Strategic Consumer Behaviour (7 Hours)

Online consumer behaviour and digital decision journey; e-commerce buying behaviour; consumer analytics and behavioural data interpretation; application of consumer insights in segmentation, targeting, and positioning; development of customer-centric marketing strategies using behavioural insights; emerging trends in AI-driven consumer analytics.

Practical Activities

Design of a short AIO (Activities, Interests, Opinions) questionnaire and collect responses from peers and its analysis to identify different lifestyle segments to learn consumer segmentations using psychographic variables.

Evaluation of competing brands of e.g., smartphones, food delivery apps, or apparel on selected attributes to understand consumer perception and brand positioning strategies.

Documentation of own purchase process for a high-involvement product (laptop, smartphone, online course, etc.) and map each stage of the decision-making process to understand consumer decision-making models to actual buying behaviour.

Analyse online reviews, social media comments, or e-commerce product ratings to identify consumer preferences, satisfaction drivers, and behavioural trends to develop skills in interpreting digital consumer data for marketing decisions.

Suggested Readings (Latest Editions)

1. Evans, M., Jamal, A., & Foxall, G. Consumer Behaviour. John Wiley & Sons.
2. Schiffman, L. G., Kanuk, L. L., & Kumar, S. R. Consumer Behaviour. Pearson Education.
3. Loudon, D. L., & Della Bitta, A. J. Consumer Behaviour: Concepts and Applications. Tata McGraw-Hill.
4. Babin, B. J., Harris, E. G., & Mohan, A. Consumer Behaviour: A South Asian Perspective. Cengage Learning India.
5. Hawkins, D. I., Best, R. J., & Coney, K. A. Consumer Behaviour: Building Marketing Strategy. McGraw-Hill.
6. Solomon, M. R. Consumer Behaviour: Buying, Having, and Being. PHI Learning.
7. Nair, S. R. Consumer Behaviour and Marketing Research. Himalaya Publishing House.

Course Outcomes (COs) with Bloom's Knowledge Level (KL) Mapping

CO No.	Course Outcome Statement	Bloom's KL
CO1	Explain the fundamental concepts, theories, and models of consumer behaviour and their relevance in marketing decision-making.	K2 (Understand)
CO2	Explain external influences such as cultural, social, and personal factors affecting consumer behaviour in diverse markets.	K2 (Understand)
CO3	Describe internal psychological factors such as perception, motivation, learning, personality, and attitudes influencing consumer decisions.	K2 (Understand)
CO4	Apply consumer decision-making models to interpret buying behaviour across traditional and digital marketplaces.	K3 (Apply)
CO5	Apply consumer insights and emerging behavioural trends to support marketing strategy decisions in digital and Indian contexts.	K3 (Apply)

Subject: Foundations of Analytics and Artificial Intelligence				
Course Code	Type	Credits	Contact Hours	Course Focus
BBA504	MDE	3	40	Skill Development

Course Objectives

1. Understand the fundamental concepts of Artificial Intelligence, Machine Learning, and Business Analytics.
2. Analyse the role of AI in improving managerial decision-making and business efficiency.
3. Apply basic data analytics techniques for interpreting business information.
4. Develop effective prompts for generative AI tools for managerial problem-solving.
5. Evaluate AI applications across key business functions and industries.

Course Content

Unit-1: Foundations of Analytics and Artificial Intelligence (8 Hours)

Introduction to Artificial Intelligence: meaning, evolution, scope, and types of AI; AI vs traditional computing; overview of machine learning, deep learning, and data science; role of AI in business decision-making; introduction to business analytics (descriptive, diagnostic, predictive, prescriptive); data-driven decision-making; data lifecycle in organisations; ethical, legal, and managerial challenges of AI adoption.

Unit-2: Business Data Analytics for Managers (8 Hours)

Types of business data: structured and unstructured; introduction to data analytics tools for managers; types of charts for data visualisation; introduction to dashboards, and KPIs; Excel-based analytics fundamentals; correlation, trend analysis, and forecasting basics; interpretation of data for managerial decision-making.

Unit-3: Generative AI and Prompt Engineering (9 Hours)

Introduction to Generative AI and Large Language Models (LLMs); applications of AI tools in business; principles of prompt engineering; structure of effective prompts (role, context, instruction, format); iterative prompting techniques; use cases in marketing, HR, finance, and reporting; limitations including bias, hallucination, and data privacy risks.

Unit-4: AI Applications in Business Functions (8 Hours)

AI in marketing (customer segmentation, recommendation systems, sentiment analysis); AI in finance (fraud detection, credit scoring, risk assessment); AI in HR (recruitment analytics, attrition prediction, engagement analysis); AI in operations and supply chain (demand forecasting, inventory optimisation,

logistics automation); AI in customer relationship management (chatbots, personalisation); overview of Industry 4.0 and emerging trends in intelligent enterprises.

Unit-5: Strategic and Ethical Implications of AI (7 Hours)

AI in strategic management and digital transformation; competitive advantage through AI adoption; AI governance frameworks; ethical issues in AI (bias, fairness, transparency); data privacy and compliance; impact of AI on future of work; organisational readiness for AI transformation; responsible AI practices; emerging trends such as AI agents and autonomous decision systems.

Practical exercises

Use spreadsheet software to create charts and dashboards from given datasets and interpret the findings for managerial decision-making.

Develop prompts for marketing campaign creation, HR job description drafting, and financial summary generation, and compare outputs across different prompt styles.

Identify AI applications in a selected company across marketing, finance, HR, and operations, and prepare a brief analytical report.

Analyse a given business problem and propose suitable AI-based solutions (e.g., customer churn prediction, demand forecasting, recruitment challenges).

Suggested Readings (Latest Editions)

1. Russell, S., & Norvig, P. Artificial Intelligence: A Modern Approach. Pearson.
2. Provost, F., & Fawcett, T. Data Science for Business. O'Reilly Media.
3. Marr, B. Artificial Intelligence in Practice. Wiley.
4. Davenport, T. H., & Ronanki, R. Artificial Intelligence for the Real World. Harvard Business Review Press.
5. Goodfellow, I., Bengio, Y., & Courville, A. Deep Learning. MIT Press.
6. Chaffey, D. Digital Business and E-Commerce Management. Pearson (for AI-business integration context).

Course Outcomes (COs) with Bloom's Knowledge Level (KL) Mapping

CO No.	Course Outcome Statement	Bloom's KL
CO1	Explain the fundamental concepts of Artificial Intelligence, Machine Learning, and Business Analytics in managerial contexts.	K2 (Understand)
CO2	Apply basic analytics tools such as charts, dashboards, correlation, and trend analysis to interpret business data for decision-making.	K3 (Apply)
CO3	Apply generative AI tools and prompt engineering techniques to solve business and managerial problems.	K3 (Apply)

CO No.	Course Outcome Statement	Bloom's KL
C04	Illustrate the use of AI applications across business functions such as marketing, finance, HR, and operations.	K2 (Understand)
C05	Explain the strategic, ethical, and organisational implications of AI adoption in modern enterprises.	K2 (Understand)

Subject: Analytics and AI Lab-1				
Course Code	Type	Credits	Contact Hours	Course Focus
BBA551	SEC	1	30	Skill Development

List of Experiments

1. Explore Generative AI tools for business applications and prepare a report on their use in marketing, finance, HR, operations, and customer service.
2. Create charts and dashboards using Excel from business datasets and interpret key performance indicators for managerial decision-making.
3. Perform descriptive analytics using Excel by analysing sales, customer, or financial datasets and preparing summary reports.
4. Conduct correlation and trend analysis in Excel to identify relationships and patterns in business data.
5. Design and evaluate prompts for Generative AI tools for content creation, report writing, and business communication.
6. Generate marketing content using Generative AI tools, including product descriptions, promotional messages, and social media posts.
7. Prepare HR documents using Generative AI tools, such as job descriptions, interview questions, and employee communication materials.
8. Generate business and financial summaries using Generative AI tools and evaluate the quality and relevance of the outputs.
9. Analyse customer reviews using Generative AI tools and identify customer sentiments, concerns, and improvement opportunities.
10. Analyse business problems such as customer churn, declining sales, inventory issues, or recruitment challenges and propose AI-enabled solutions.
11. Evaluate AI-generated outputs for bias, fairness, transparency, hallucinations, and privacy concerns using practical examples.
12. Introduction to Business Analytics Using R – Install R and RStudio, import a simple business dataset, and generate basic statistical summaries and visualisations.
13. Data Visualisation in R – Create bar charts, pie charts, and line graphs using a business dataset and interpret the managerial insights obtained from the visualisations.
14. Introduction to Business Analytics Using Python – Set up the Python environment, import a business dataset using Pandas, and generate basic descriptive statistics.

15. Data Visualisation in Python – Create bar charts, histograms, and line charts using Matplotlib and interpret business trends and patterns from the visual outputs.

Suggested Readings (Latest Editions)

1. Kumar, U. D. . Business Analytics: The Science of Data-Driven Decision Making. Wiley India.
2. Provost, F., & Fawcett, T. . Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking (2nd ed.). O'Reilly Media.
3. Russell, S., & Norvig, P. . Artificial Intelligence: A Modern Approach (4th ed.). Pearson.
4. Mollick, E. . Co-Intelligence: Living and Working with AI. Portfolio/Penguin Random House.
5. Albright, S. C., & Winston, W. L. . Business Analytics: Data Analysis and Decision Making (8th ed.). Cengage Learning.
6. Acharya, S., & Chellappan, S. . Business Analytics. Wiley India.
7. Prasad, R. N., & Acharya, S. . Fundamentals of Business Analytics. Wiley India.
8. Goyal, D., & Srivastava, A. Business Analytics Using Excel and Power BI. BPB Publications.
9. Hodeghatta, U. R., & Nayak, U. Practical Business Analytics Using R and Python. Pearson India.
10. Bhatia, P. S. (2024). Artificial Intelligence and Machine Learning for Business Applications. BPB Publications.

Course Outcomes (COs) with Bloom's Knowledge Level (KL) Mapping

CO No.	Course Outcome Statement	Bloom's KL
CO1	Explain the fundamental concepts of artificial intelligence, machine learning, deep learning, data science, and business analytics in business contexts.	K2 (Understand)
CO2	Apply descriptive, diagnostic, predictive, and prescriptive analytics techniques using business data and analytical tools to support decision-making.	K3 (Apply)
CO3	Apply visualisation techniques, dashboards, KPIs, correlation analysis, and forecasting methods on business datasets to derive meaningful insights.	K3 (Apply)
CO4	Prepare and use effective prompts for Generative AI applications to solve business problems in marketing, finance, human resources, and reporting.	K3 (Apply)

CO No.	Course Outcome Statement	Bloom's KL
C05	Illustrate the applications of AI across various business functions and their impact on organisational performance and digital transformation.	K2 (Understand)
C06	Explain the ethical, legal, governance, and strategic issues associated with AI adoption and responsible AI practices for organisations.	K2 (Understand)

SPECIALISATION GROUP AND DISCIPLINE SPECIFIC ELECTIVES – MARKETING

Subject: Digital Marketing

Course Code	Type	Credits	Contact Hours	Course Focus
BBAMK01	DSE	3	40	Skill Development

Course Objectives

1. To understand the foundations and evolution of digital marketing ecosystems.
2. To analyse digital consumer behaviour and decision-making journeys.
3. To develop digital marketing strategies aligned with business objectives.
4. To design and execute integrated digital marketing campaigns across channels.
5. To evaluate the role of emerging technologies and ethics in digital marketing.

Course Content

Unit-1: Foundations of Digital Marketing (7 Hours)

Evolution of digital marketing; comparison with traditional marketing; digital ecosystems and business models; digital consumer behaviour overview; online consumer journey mapping; POEM framework (Paid, Owned, Earned Media); role of digital channels in marketing ecosystems.

Unit-2: Digital Consumer Behaviour and Strategy Development (9 Hours)

Digital consumer behaviour models; segmentation, targeting and positioning in digital markets; environmental scanning; digital readiness assessment; KPI formulation; development of digital marketing strategy aligned with business goals; case studies.

Unit-3: Digital Marketing Channels and Campaign Execution (8 Hours)

SEO, SEM, social media marketing, display advertising; content marketing; website planning and optimisation; platform marketing (Meta, LinkedIn, etc.); campaign design and execution; introduction to web analytics.

Unit-4: Digital Technologies, Analytics and Ethics (8 Hours)

AI in marketing; AR/VR applications; marketing automation tools; mobile marketing and payment systems; data analytics in marketing decisions; ethical issues including data privacy, consumer protection, and responsible marketing.

Unit-5: Integrated Digital Marketing Applications and Emerging Trends (8 Hours)

Integrated digital campaigns; omnichannel strategies; influencer and affiliate marketing; e-commerce marketing; ROI measurement; emerging trends like AI personalisation, voice search, predictive analytics; future of digital marketing; case studies.

Practical Activities

Selection of some brands and map the digital consumer journey from awareness to purchase and post-purchase engagement to identify the role of Paid, Owned, and Earned Media at each stage.

Basic SEO audit of a website using free tools like Google Search and Google PageSpeed Insights, SEO extensions. They analyse keywords, metadata, page speed, mobile responsiveness, and content quality.

Creation on one-month digital marketing campaign for a product or service, including campaign objectives, target audience, social media posts, hashtags, content calendar, and performance KPIs to learn campaign planning, content marketing, and social media strategy execution.

Social media marketing campaign management and its analytics to gain practical exposure to campaign creation, audience targeting, performance monitoring, and reporting.

Suggested Readings (Latest Editions)

1. Bhatia, P. S. Fundamentals of Digital Marketing. Pearson.
2. Ahuja, V. Digital Marketing. Oxford University Press.
3. Kingsnorth, S. Digital Marketing Strategy: An Integrated Approach to Online Marketing. Kogan Page.
4. Gupta, S. Digital Marketing. McGraw Hill Education.
5. Hafiz, A. Fundamentals of Digital Marketing: Text and Cases. Book Rivers.

Course Outcomes (COs) with Bloom's Knowledge Level (KL) Mapping

CO No.	Course Outcome Statement	Bloom's KL
CO1	Explain the evolution, structure, and principles of digital marketing systems.	K2 (Understand)
CO2	Explain digital consumer behaviour and online decision-making journeys.	K2 (Understand)
CO3	Apply digital marketing frameworks to plan integrated strategies and campaigns for business objectives.	K3 (Apply)
CO4	Apply digital marketing tools such as SEO, SEM, and social media platforms for campaign execution.	K3 (Apply)
CO5	Discuss the ethical, technological, and analytical dimensions of digital marketing practices.	K2 (Understand)

Subject: Marketing of Services

Course Code	Type	Credits	Contact Hours	Course Focus
BBAMK02	DSE	3	40	Employability

Course Objectives

1. To understand the fundamental concepts, characteristics, and scope of services marketing and its distinction from goods marketing.
2. To analyse the role of service quality, customer expectations, and perception in delivering superior service experiences.
3. To examine service product design, delivery systems, pricing strategies, and demand management in service organisations.
4. To apply communication, branding, and physical evidence strategies to enhance service positioning and customer satisfaction.
5. To evaluate service recovery, relationship marketing, and customer loyalty strategies for long-term business success.

Course Content**Unit-1: Foundations of Services Marketing & Service Consumers (7 Hours)**

Meaning and characteristics of services; difference between goods and services marketing; challenges of services marketing; services marketing myopia; expanded services marketing mix (7Ps); levels of service expectations; factors influencing consumer perception of service; case studies.

Unit-2: Service Quality Management and Measurement (9 Hours)

Types of service quality; determinants of service quality; Gap Model of Service Quality; service quality gaps in delivery; SERVQUAL model and measurement of service quality; service quality research approaches; strategies for improving service quality; customer satisfaction and perceived service value; case studies.

Unit-3: Service Product, Delivery Systems and Pricing (8 Hours)

Customer participation in service creation; strategies to enhance customer involvement; managing service demand fluctuations; service delivery systems and intermediaries; service pricing strategies; cost-based, value-based and competition-based pricing; revenue management; price bundling, captive pricing, two-part pricing, loss leader pricing; case studies.

Unit-4: Service Communication, Branding and Physical Evidence (9 Hours)

Challenges in service communication; managing service promises and delivery gaps; integrated service communication strategies; role of advertising and promotion in services; service branding concepts; servicescape and

environmental dimensions; impact of physical evidence on customer experience; design of service environment; case studies.

Unit-5: Service Recovery, People Management and Relationship Marketing (7 Hours)

Service failures and causes; service recovery strategies and tactics; customer feedback systems; complaint handling mechanisms; internal marketing and employee empowerment; role of employees in service delivery; managing moments of truth; customer loyalty and retention; Customer Lifetime Value (CLV); case studies.

Practical Activities

Selection of a service like banking, hospital, restaurant, airline, OTT platform, etc. and mapping the complete customer journey from pre-service expectations to post-service evaluation to identify touchpoints, perceived service quality, and possible service gaps using the Gap Model.

Design of a short SERVQUAL questionnaire with reliability, responsiveness, assurance, empathy, tangibles to collect responses from peers to analyse the gap between expected and perceived service quality.

Creation of a service blueprint for a selected service like hotel check-in, online food delivery, hospital appointment system etc and simulating a service failure scenario. Then perform a role-play demonstrating service recovery strategies, complaint handling, and customer retention techniques to understand service process design, physical evidence, employee roles, and effective service recovery mechanisms.

Suggested Readings (Latest Editions)

1. Zeithaml, V., Gremler, D., Bitner, M. J., & Pandit, A. Services Marketing. McGraw Hill.
2. Lovelock, C. H., Wirtz, J., & Chatterjee, J. Services Marketing. World Scientific.
3. Fitzsimmons, J. A., Fitzsimmons, M. J., & Bordoloi, S. Service Management: Operations, Strategy, Information Technology. McGraw Hill.
4. Hoffman, K. D., & Bateson, J. E. G. Services Marketing: Concepts, Strategies & Cases. Cengage.

Course Outcomes (COs) with Bloom's Knowledge Level (KL) Mapping

CO No.	Course Outcome Statement	Bloom's KL
CO1	Explain the fundamental concepts, characteristics, scope, and importance of services marketing and its distinction from goods marketing.	K2 (Understand)

CO No.	Course Outcome Statement	Bloom's KL
C02	Apply models such as SERVQUAL and the Gap Model to measure service quality, customer expectations, and perceptions.	K3 (Apply)
C03	Apply concepts of service product design, pricing strategies, and service delivery systems in real business contexts.	K3 (Apply)
C04	Explain the role of service communication strategies, branding, and physical evidence in enhancing customer experience.	K2 (Understand)
C05	Apply service recovery, customer relationship management, and loyalty-building practices in service organisations.	K3 (Apply)

Subject: Industrial Marketing

Course Code	Type	Credits	Contact Hours	Course Focus
BBAMK03	DSE	3	40	Employability

Course Objectives

1. To understand the fundamental concepts, scope, and nature of industrial marketing and its distinction from consumer marketing.
2. To analyse industrial buying behaviour and organisational procurement systems.
3. To examine industrial marketing mix elements including pricing, distribution, logistics, and sales force management.
4. To apply strategic planning concepts for industrial marketing decision-making.
5. To evaluate industrial marketing systems, channels, and operational efficiency in B2B markets.

Course Content**Unit-1: Introduction to Industrial Marketing (7 Hours)**

Introduction to industrial marketing; concept, nature and scope; difference between industrial and consumer marketing; industrial marketing landscape; economics of industrial demand; classification of industrial customers; importance of B2B markets; case studies.

Unit-2: Industrial Buying Behaviour (8 Hours)

Organisational procurement process; characteristics of industrial buying behaviour; purchasing in government organisations; industrial buying decision process; buying centre roles; stages in buying; factors influencing industrial purchase decisions; case studies.

Unit-3: Inputs and Strategic Dimensions in Industrial Marketing (8 Hours)

Uncertainty in industrial markets; role of purchasing agents; negotiation in industrial marketing; relationship management in B2B markets; macro and micro environmental variables; industrial market segmentation; introduction to strategic planning in industrial marketing; case studies.

Unit-4: Strategy, Channels and Logistics (9 Hours)

Strategic planning process; McKinsey 7S framework; industrial marketing strategy formulation; channel participants and functions; selection of distributors and representatives; dual distribution channels; logistics and physical distribution; customer service in industrial markets; case studies.

Unit-5: Pricing, Sales Force and Marketing Control (8 Hours)

Industrial pricing concepts; derived demand pricing; pricing strategies in industrial markets; cost-based and value-based pricing; sales force planning and management; motivation and compensation of sales force; marketing control systems; performance evaluation in industrial marketing.

Suggested Readings (Latest Editions)

1. Krishnamacharyulu, C. S. G., & Lalitha, R. Industrial Marketing. Jaico Publishing House.
2. Ghosh, P. K. Industrial Marketing. Oxford University Press.
3. Havaladar, K. K. Industrial Marketing. Tata McGraw-Hill.
4. Govindarajan, V. S. Industrial Marketing Management. Vikas Publishing House.
5. Phadtare, M. T. Industrial Marketing. Prentice Hall India.

Course Outcomes (COs) with Bloom's Knowledge Level (KL) Mapping

CO No.	Course Outcome Statement	Bloom's KL
CO1	Explain the concepts, scope, and fundamentals of industrial marketing and its differences from consumer marketing.	K2 (Understand)
CO2	Explain industrial buying behaviour and organisational procurement processes in B2B markets.	K2 (Understand)
CO3	Apply strategic planning concepts and frameworks in industrial marketing contexts.	K3 (Apply)
CO4	Describe channel structures, logistics systems, sales force management, and pricing strategies in industrial markets.	K2 (Understand)
CO5	Apply industrial marketing concepts to integrate pricing, distribution, and sales management decisions.	K3 (Apply)

Subject: Rural Marketing

Course Code	Type	Credits	Contact Hours	Course Focus
BBAMK04	DSE	3	40	Entrepreneurship

Course Objectives

1. To understand the structure, scope, and characteristics of rural markets in India.
2. To analyse differences between rural and urban consumer behaviour.
3. To develop appropriate rural marketing mix strategies including product, price, promotion, and distribution.
4. To evaluate challenges and opportunities in rural communication and distribution systems.
5. To apply rural marketing concepts to real-world business and development contexts.

Course Content**Unit-1: Introduction to Rural Marketing (7 Hours)**

Concept and scope of rural marketing; attractiveness and challenges of rural markets; comparison between rural and urban markets; rural marketing environment in India; size, structure, and emerging profile of rural markets; socio-economic and cultural factors influencing rural demand; case studies.

Unit-2: Rural Consumer Behaviour (9 Hours)

Rural consumer behaviour and decision-making process; determinants such as income, literacy, culture, and social influence; rural market research approaches; challenges in data collection; rural marketing information systems; case studies.

Unit-3: Rural Marketing Mix and Product-Pricing Strategies (9 Hours)

Rural market segmentation and targeting; positioning strategies; product planning and adaptation for rural needs; product innovation for rural markets; pricing strategies including penetration pricing, value-based pricing, and affordability-driven models; challenges in rural pricing decisions.

Unit-4: Rural Communication and Promotion Strategies (7 Hours)

Challenges in rural communication; design of effective rural advertising strategies; use of traditional media (haats, melas, wall paintings, folk media) and digital media; branding in rural markets; role of awareness campaigns; communication barriers and solutions in rural outreach.

Unit-5: Rural Distribution Systems and Market Development (8 Hours)

Rural distribution channels and logistics; role of intermediaries; last-mile delivery challenges; rural supply chain innovations; channel management strategies; improving rural market penetration and service delivery.

Suggested Readings (Latest Editions)

1. Kashyap, P., & Raut, S. Rural Marketing. Biztantra.
2. Gopal Swamy, T. P. Rural Marketing. Vikas Publishing House.
3. Dogra, B., & Ghuman, K. Rural Marketing. Tata McGraw Hill.
4. Velayudhan, S. K. Rural Marketing. SAGE Publications.
5. Mathur, U. C. Rural Marketing. Excel Books.
6. Krishnamacharyulu, C. G., & Ramakrishnan, L. Rural Marketing. Pearson Education.

Course Outcomes (COs) with Bloom's Knowledge Level (KL) Mapping

CO No.	Course Outcome Statement	Bloom's KL
CO1	Explain the nature, scope, and characteristics of rural marketing systems in India.	K2 (Understand)
CO2	Explain rural consumer behaviour and distinguish it from urban markets.	K2 (Understand)
CO3	Apply rural marketing mix strategies including product, pricing, and positioning decisions.	K3 (Apply)
CO4	Describe rural communication and promotion strategies across traditional and digital media.	K2 (Understand)
CO5	Apply suitable distribution and market penetration approaches for rural markets.	K3 (Apply)

Subject: Integrated Marketing Communication and Brand Management

Course Code	Type	Credits	Contact Hours	Course Focus
BBAMK05	DSE	3	40	Employability

Course Objectives

1. To understand the concepts, principles, and evolution of Integrated Marketing Communication (IMC) and brand management in modern marketing systems.
2. To analyse brand positioning strategies and communication frameworks used for effective brand building and differentiation.
3. To develop integrated marketing communication programmes using appropriate promotional tools and media channels.
4. To evaluate brand equity and communication effectiveness using established models, metrics, and analytical frameworks.
5. To apply IMC and branding concepts to design coherent, customer-centric, and competitive brand strategies across multiple platforms and touchpoints.

Course Content**Unit-1: Foundations of IMC and Branding (7 Hours)**

Concept of Integrated Marketing Communication (IMC); evolution and importance of IMC; promotional mix and communication tools; role of IMC in brand building; customer decision-making process; brand concept, brand identity, brand awareness, and brand equity; role of integrated communication in shaping brand perception; stakeholder communication.

Unit-2: Strategic Communication Planning (9 Hours)

IMC planning process; communication objectives and goal setting; DAGMAR model and Hierarchy of Effects model; message strategy development; media planning and selection; brand positioning and value proposition; budgeting for IMC programmes; designing competitive brand communication strategies.

Unit-3: IMC Tools and Campaign Development (9 Hours)

Advertising, sales promotion, public relations, personal selling, direct marketing; sponsorships, events, and product placement; digital marketing, social media marketing, influencer marketing; packaging communication; integration of offline and online communication tools; consistency in brand messaging; campaign design and execution.

Unit-4: Brand Management and Brand Equity (8 Hours)

Concept and dimensions of brand equity; brand awareness, perceived quality, brand associations, and brand loyalty; brand identity and brand image;

managing and sustaining brand equity; brand extension strategies; brand portfolio management; role of branding in competitive advantage.

Unit-5: IMC Evaluation and Brand Performance (7 Hours)

Measurement of IMC effectiveness; pre-testing, concurrent testing, and post-testing techniques; communication impact analysis; customer feedback systems; brand performance measurement tools; ROI in marketing communication; evaluation of brand campaigns; continuous improvement in branding strategies.

Practical Activities

Selection of a well-known brand and map all its communication channels such as advertising, social media, PR, influencer marketing, and packaging, and analysing how these channels are integrated to deliver a consistent brand message, thereby developing a clear understanding of Integrated Marketing Communication (IMC) and its role in unified brand communication.

Design of a mini-IMC campaign for a product launch including communication objectives, message strategy, media mix i.e. online and offline, and basic budgeting, and present a campaign storyboard, thereby gaining practical understanding of IMC planning, integration of communication tools, and campaign execution.

Analysis of a brand using Aaker's brand equity dimensions like awareness, perceived quality, brand associations, and loyalty to understand the impacts of marketing communication on brand performance.

Suggested Readings (Latest Editions)

1. Belch, G. E., Belch, M. A., & Purani, K. Advertising & Promotion: An Integrated Marketing Communications Perspective. McGraw Hill.
2. Keller, K. L. Strategic Brand Management. Pearson.
3. Kapferer, J. N. The New Strategic Brand Management. Kogan Page.
4. Clow, K. E., & Baack, D. Integrated Advertising, Promotion and Marketing Communication. Pearson.
5. Aaker, D. A. Managing Brand Equity. Free Press.

Course Outcomes (COs) with Bloom's Knowledge Level (KL) Mapping

CO No.	Course Outcome Statement	Bloom's KL
CO1	Explain the concepts, principles, and evolution of IMC and brand management.	K2 (Understand)
CO2	Explain brand positioning strategies and communication frameworks used for brand building.	K2 (Understand)
CO3	Apply appropriate promotional tools and media to prepare integrated marketing communication programmes.	K3 (Apply)

CO No.	Course Outcome Statement	Bloom's KL
CO4	Use established models and metrics to measure brand equity and communication effectiveness.	K3 (Apply)
CO5	Apply IMC concepts to develop coordinated brand-building strategies across channels.	K3 (Apply)

Subject: Sales and Distribution Management

Course Code	Type	Credits	Contact Hours	Course Focus
BBAMK06	DSE	3	40	Employability

Course Objectives

1. To introduce the fundamental concepts of sales and distribution in business.
2. To develop basic communication and customer interaction skills.
3. To familiarize students with sales processes and customer relationship management.
4. To understand the role of intermediaries, retailing, and distribution channels.
5. To provide an overview of logistics, e-commerce, and contemporary distribution practices.

Course Content**Unit-1: Introduction to Sales and Marketing Channels (8 Hours)**

Meaning and importance of sales; role of sales in business organizations; relationship between marketing and sales; concept of customer value and customer satisfaction; personal selling and its importance; types of sales jobs; introduction to marketing channels; producers, wholesalers, retailers, and consumers; overview of distribution systems in India.

Unit-2: Communication and Customer Relationship Skills (8 Hours)

Business communication fundamentals; verbal and non-verbal communication; listening skills; customer interaction and relationship building; handling customer queries and complaints; professional etiquette; teamwork and interpersonal skills; introduction to Customer Relationship Management (CRM).

Unit-3: Basics of Selling Process (8 Hours)

Understanding customer needs; stages of the selling process; prospecting and lead generation; sales presentation techniques; handling customer objections; closing sales; follow-up and after-sales service; ethical issues in selling; role of technology in sales activities.

Unit-4: Retailing and Distribution Fundamentals (8 Hours)

Concept and functions of retailing; types of retail formats; wholesaling and its role; distribution channels and intermediaries; channel functions and channel members; inventory basics; introduction to supply chains; distribution challenges in urban and rural markets.

Unit-5: Logistics, E-Commerce and Emerging Trends (8 Hours)

Introduction to logistics and supply chain management; transportation and warehousing basics; order processing; e-commerce and online retailing; digital marketplaces; omnichannel retailing; social commerce; sustainability in distribution; future trends in sales and distribution management.

Practical Activities

Role play on customer interaction and sales presentation.

Preparation of a simple sales pitch for a product.

Retail store observation and reporting.

CRM software demonstration and practice.

Case study and analysis on e-commerce distribution models.

Group presentation on emerging trends in retailing and logistics.

Suggested Readings (Latest Editions)

1. Havaladar, K. K. & Cavale, V. M. Sales and Distribution Management. McGraw Hill.
2. Venugopal, P. Sales and Distribution Management: An Indian Perspective. Sage Publications.
3. Panda, T. & Sahadev, S. Sales and Distribution Management. Oxford University Press.
4. Futrell, C. M. Fundamentals of Selling. McGraw Hill.
5. Berman, B. & Evans, J. R. Retail Management: A Strategic Approach. Pearson.

Course Outcomes (COs) with Bloom's Knowledge Level (KL) Mapping

CO No.	Course Outcome Statement	Bloom's KL
CO1	Explain the basic concepts of sales, distribution, and customer value.	K2 (Understand)
CO2	Demonstrate effective communication and customer interaction skills.	K3 (Apply)
CO3	Apply the basic steps of the selling process in business situations.	K3 (Apply)
CO4	Identify the functions of retailing, wholesaling, and distribution channels.	K1 (Remember)
CO5	Describe the role of logistics, e-commerce, and emerging technologies in distribution systems.	K2 (Understand)

SPECIALISATION GROUP AND DISCIPLINE SPECIFIC ELECTIVES – FINANCE

Subject: Investment Analysis and Portfolio Management

Course Code	Type	Credits	Contact Hours	Course Focus
BBAFM01	DSE	3	40	Employability

Course Objectives

1. To understand the concepts of investment, risk, return, and investment decision-making.
2. To analyse financial markets and various investment instruments.
3. To apply fundamental and technical analysis techniques for security valuation.
4. To construct diversified portfolios using modern portfolio theory.
5. To evaluate portfolio performance using risk-return measures and financial models.

Course Content

Unit-1: Conceptual Framework of Investments (8 Hours)

Meaning and nature of investment; investment objectives and process; investment vs speculation; risk and return concepts; investment avenues including equity, debt, mutual funds, commodities, and derivatives; role of investors and market participants in financial decision-making.

Unit-2: Financial Markets and Instruments (10 Hours)

Structure of financial markets; money market and capital market instruments; equity, debt, forex, commodity, and derivative markets; IPOs and exchange mechanisms; OTC vs exchange-traded markets; regulatory framework; role of RBI and SEBI in market regulation.

Unit-3: Fundamental and Technical Analysis (10 Hours)

Macroeconomic analysis (GDP, inflation, interest rates); industry and company analysis; financial statement interpretation; valuation basics; technical analysis concepts; charting techniques; Dow Theory; Elliott Wave Theory; chart patterns.

Unit-4: Portfolio Theory and Construction (6 Hours)

Portfolio concept and diversification; Modern Portfolio Theory (Markowitz model); Efficient Frontier; CAPM framework; risk-return optimization; asset allocation

strategies; active vs passive investment strategies; behavioural aspects of investing.

Unit-5: Portfolio Performance Evaluation (6 Hours)

Performance evaluation techniques; Sharpe Ratio, Treynor Ratio, Jensen's Alpha; risk-adjusted return measures; portfolio revision and rebalancing; measurement of systematic and unsystematic risk; interpretation of portfolio outcomes; investor behaviour and decision biases.

Suggested Readings (Latest Editions)

1. Elton, E. J., Gruber, M. J., Brown, S. J., & Goetzmann, W. N. Modern Portfolio Theory and Investment Analysis. Wiley.
2. Reilly, F. K., & Brown, K. C. Analysis of Investments and Management of Portfolios. Cengage Learning.
3. Chandra, P. Investment Analysis and Portfolio Management. McGraw Hill Education.
4. Kevin, S. Security Analysis and Portfolio Management. PHI Learning.
5. Bodie, Z., Kane, A., & Marcus, A. J. Investments. McGraw Hill Education.
6. Fischer, D. E., & Jordan, R. J. Security Analysis and Portfolio Management. Pearson Education.
7. Haugen, R. A. Modern Investment Theory. Pearson.
8. Fabozzi, F. J. Investment Management. Wiley.

Course Outcomes (COs) with Bloom's Knowledge Level (KL) Mapping

CO No.	Course Outcome Statement	Bloom's KL
CO1	Define the concepts of investment, risk, return, and investment decision-making frameworks.	K1 (Remember)
CO2	Explain the structure and functioning of financial markets and various investment instruments.	K2 (Understand)
CO3	Apply fundamental and technical analysis techniques to examine securities and market behaviour.	K3 (Apply)
CO4	Apply Modern Portfolio Theory and CAPM-based frameworks to construct diversified portfolios.	K3 (Apply)
CO5	Use risk-adjusted return measures to compute portfolio performance and interpret investment outcomes.	K3 (Apply)

Subject: Financial Markets, Products and Services

Course Code	Type	Credits	Contact Hours	Course Focus
BBAFM02	DSE	3	40	Employability

Course Objectives

1. To understand the structure, role, and functioning of financial markets in the economy.
2. To analyse different financial products and their risk-return characteristics.
3. To evaluate the role of financial intermediaries and financial services in capital formation.
4. To apply financial concepts to real-world investment and financing decisions.
5. To develop analytical skills for evaluating financial service instruments and market-based solutions.

Course Content**Unit-1: Financial System and Market Structure (10 Hours)**

Financial system: meaning, structure, functions, and significance; financial intermediation and role of intermediaries; money market instruments (Treasury Bills, CPs, CDs, call money, MMMFs); capital market structure; primary and secondary markets; IPOs, book building, rights issue, bonus issue; stock exchanges (NSE, BSE); trading mechanisms, settlement cycle (T+2), demat system; SEBI role and regulatory framework; investor protection mechanisms; Digital Financial Ecosystem in India (UPI, NEFT, IMPS architecture overview); Digital wallets and payment gateways; Introduction to Digital Banking and Neo-banks.

Unit-2: Leasing and Hire Purchase (8 Hours)

Concept of leasing; types of leases; lease evaluation from lessee and lessor perspectives; advantages and limitations; tax implications; buy vs lease decision-making; hire purchase system; comparison between hire purchase and installment purchase; major leasing institutions in India and their role in financial decision-making; Introduction to Blockchain and smart contracts in leasing agreements.

Unit-3: Mutual Funds and Credit Rating (8 Hours)

Mutual funds: structure, types, advantages, and limitations; NAV calculation; SIP and SWP; entry and exit loads; mutual fund regulation in India; credit rating agencies; rating process, symbols, and methodology; role and importance of credit ratings in investment decisions; Robo-advisory, Algorithm credits and AI-based portfolio recommendations

Unit-4: Securitisation and Financial Services (6 Hours)

Concept of securitisation; process and structure; benefits and limitations; overview of financial services industry; fund-based vs fee-based services; role of financial intermediaries in service delivery; introduction to structured financial products in modern markets; Introduction to tokenisation of financial assets and RegTech (Regulatory Technology) for compliance automation.

Unit-5: Factoring, Forfaiting and Bill Discounting (8 Hours)

Factoring: meaning, types (recourse/non-recourse), domestic and international factoring; cost structure and process; bill discounting and rediscounting; forfaiting: mechanism, features, and applications; comparative analysis of factoring, forfaiting, and bill discounting; practical applications and numerical problems.

Suggested Readings (Latest Editions)

1. Kohn, M. Financial Institutions and Markets. Tata McGraw-Hill.
2. Fabozzi, F. J., & Modigliani, F. Foundations of Financial Markets and Institutions. Pearson.
3. Khan, M. Y. Financial Services. Tata McGraw-Hill.
4. Khan, M. Y. Indian Financial System. Tata McGraw-Hill.
5. Machiraju, H. R. Indian Financial Systems. Vikas Publishing House.
6. Pathak, B. V. Indian Financial System. Pearson Education.
7. Chishti, S. & Barberis, J. The FinTech Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries. Wiley.
8. Sharma, S. K. & Singh, R. Financial Technology (FinTech) and Digital Banking in India. Himalaya Publishing House.
9. Pathak, B. V. Indian Financial System. Pearson Education. (Includes structured coverage of digital finance, payment systems, and FinTech developments in India)
10. Mishra, S. K. & Sarma, R. K. Digital Banking and Financial Services in India. McGraw Hill Education (India).

Course Outcomes (COs) with Bloom's Knowledge Level (KL) Mapping

CO No.	Course Outcome Statement	Bloom's KL
CO1	Explain the structure, functions, and regulatory framework of financial markets and financial systems.	K2 (Understand)
CO2	Describe and differentiate money market and capital market instruments along with their characteristics and uses.	K2 (Understand)
CO3	Explain financial products and services such as mutual funds, leasing, hire purchase, credit rating, and securitisation.	K2 (Understand)

CO No.	Course Outcome Statement	Bloom's KL
C04	Apply financial service mechanisms including factoring, forfaiting, and bill discounting to business situations.	K3 (Apply)
C05	Apply financial concepts to make informed investment, financing, and risk management decisions in real-world scenarios.	K3 (Apply)

Subject: Financial Analytics

Course Code	Type	Credits	Contact Hours	Course Focus
BBAFM03	DSE	3	40	Skill Development

Course Objectives

1. To apply data analysis tools to summarise and interpret financial datasets.
2. To build and implement financial models using Excel and statistical software.
3. To analyse financial risks and portfolio performance using quantitative techniques.
4. To apply time-series methods for financial forecasting.
5. To evaluate forecasting models for financial decision-making.

Course Content**Unit-1: Financial Data Analytics and Visualisation (7 Hours)**

Financial data types and sources; data cleaning and preprocessing; descriptive analytics; pivot tables and dashboards in Spreadsheet; financial data visualisation using charts; introduction to data-driven financial decision-making; applications of analytics in fraud detection, risk profiling, and pricing analytics.

Unit-2: Financial Modelling and Quantitative Analysis (9 Hours)

Financial modelling concepts; Spreadsheet/Python/R-based modelling; computation of returns, portfolio returns, and risk measures; regression-based financial analysis; factor models; model building for investment decision-making; introduction to model validation techniques.

Unit-3: Portfolio and Risk Analytics (9 Hours)

Risk measurement techniques; variance, standard deviation, beta; portfolio risk-return analysis; diversification principles; stress testing and scenario analysis; CAPM-based analytics; interpretation of financial risk indicators for decision support.

Unit-4: Time Series Analysis in Finance (8 Hours)

Time-series data structure; trend, seasonal, cyclical components; moving averages and exponential smoothing; least squares forecasting; trend projection models; application of time-series techniques in stock prices, returns, and macro-financial variables.

Unit-5: Advanced Forecasting and Financial Decision Models (7 Hours)

Introduction to Autocorrelation and Autoregressive Integrated Moving Average (ARIMA); model selection and validation; comparative forecasting methods; financial interpretation of forecasts for strategic decision-making.

Practical Activities

Creating bar charts, pie charts, line charts, and dashboards using Excel for financial data visualization.

Calculating stock returns, mutual fund returns, and portfolio returns using spreadsheet formulas.

Portfolio risk analysis measures such as average return, standard deviation, and diversification using sample investment data.

Time-series forecasting using Excel for moving averages and trend analysis to forecast sales, stock prices, or exchange rates.

Suggested Readings (Latest Editions)

1. Mohanty, P. Financial Analytics. McGraw Hill Education.
2. Hanke, J. E., & Wichern, D. W. Business Forecasting. Pearson Education.
3. Shmueli, G., & Lichtendahl, K. C. Practical Time Series Forecasting with R. O'Reilly Media.
4. Ruppert, D., & Matteson, D. S. Statistics and Data Analysis for Financial Engineering. Springer.
5. Perlin, M. S. Processing and Analyzing Financial Data with R. Springer.
6. Gujarati, D. N., & Porter, D. C. Basic Econometrics. McGraw Hill Education.
7. Kennedy, P. A Guide to Econometrics. Wiley.
8. Shumway, R. H., & Stoffer, D. S. Time Series Analysis and Its Applications. Springer.
9. Koop, G. Analysis of Economic Data. Wiley.

Course Outcomes (COs) with Bloom's Knowledge Level (KL) Mapping

CO No.	Course Outcome Statement	Bloom's KL
CO1	Explain the concepts of financial data analytics, data types, and visualization techniques used in finance.	K2 (Understand)
CO2	Apply Excel/Python/R-based tools to process, summarise, and visualise financial datasets.	K3 (Apply)
CO3	Apply quantitative and statistical techniques to measure financial risk, return, and portfolio performance.	K3 (Apply)
CO4	Use time-series models to prepare basic financial forecasts for decision-making.	K3 (Apply)
CO5	Apply financial models for forecasting and strategic financial planning.	K3 (Apply)

Subject: Introduction to Financial Derivatives

Course Code	Type	Credits	Contact Hours	Course Focus
BBAFM04	DSE	3	40	Employability

Course Objectives

1. To understand the fundamental concepts and structure of financial derivatives.
2. To analyse forward, futures, and option contracts and their market mechanisms.
3. To understand basic derivative pricing models and valuation concepts.
4. To apply derivatives for hedging and risk management purposes.
5. To evaluate the role of derivatives in managing financial risk exposure.

Course Content**Unit-1: Introduction to Financial Derivatives (7 Hours)**

Meaning and evolution of derivatives; features of forward, futures, and options contracts; types of derivative markets (exchange-traded and OTC); market participants and their roles; applications of derivatives in equity, currency, commodity, and agricultural markets; overview of derivative exchanges and regulatory framework.

Unit-2: Forward and Futures Markets (9 Hours)

Structure of forward and futures contracts; pricing of forwards and futures; cost of carry model; spot-futures price relationship; contango and backwardation; convergence of prices; basic hedging concepts using futures contracts.

Unit-3: Options Markets and Valuation (8 Hours)

Introduction to call and put options; option payoffs; intrinsic and time value of options; Binomial Option Pricing Model (basic); basic concept of volatility and option pricing inputs.

Unit-4: Interest Rate and Credit Derivatives (8 Hours)

Forward Rate Agreements (FRAs); interest rate swaps; currency swaps; Credit Default Swaps (CDS); overview of structured credit instruments; role of derivatives in global financial markets; basic understanding of financial crises linked to derivatives.

Unit-5: Applications of Derivatives in Risk Management (8 Hours)

Risk exposure in business; hedging strategies using forwards, futures, and options; commodity and currency risk management; evaluation of hedging

effectiveness; real-world applications of derivatives in corporate decision-making.

Suggested Readings (Latest Editions)

1. Hull, J. C. Options, Futures and Other Derivatives. Pearson Education.
2. Dubofsky, D. A., & Miller, T. W. Derivatives: Valuation and Risk Management. Oxford University Press.
3. R Srivastava. Derivatives and Risk Management. Oxford University Press India.
4. P Chandra. Financial Management: Theory and Practice. McGraw Hill Education.
5. P. Rajib. Commodity Derivatives and Risk Management. PHI Learning.
6. References: National Stock Exchange (NSE) Educational Resources; Bombay Stock Exchange (BSE) Learning Materials; Multi Commodity Exchange (MCX) Publications; SEBI Guidelines on Derivatives Markets.

Course Outcomes (COs) with Bloom's Knowledge Level (KL) Mapping

CO No.	Course Outcome Statement	Bloom's KL
CO1	Explain the structure, features, and functioning of forward, futures, and options contracts in financial markets.	K2 (Understand)
CO2	Apply derivative pricing models such as cost of carry and option valuation techniques to compute fair values.	K3 (Apply)
CO3	Explain interest rate and credit derivatives and their role in financial market risk management.	K2 (Understand)
CO4	Apply derivative-based hedging strategies for managing financial and business risk exposures.	K3 (Apply)
CO5	Demonstrate the use of appropriate derivative instruments for risk management in real-world scenarios.	K3 (Apply)

Subject: Introduction to Corporate Finance

Course Code	Type	Credits	Contact Hours	Course Focus
BBAFM05	DSE	3	40	Employability

Course Objectives

1. To understand the principles, concepts, and scope of corporate financial management and its role in business decision-making.
2. To evaluate investment decisions using capital budgeting techniques and financial appraisal methods.
3. To analyse financing decisions by applying concepts of cost of capital and capital structure theories.
4. To assess dividend policy decisions and their implications for firm value and shareholder wealth.
5. To apply working capital management techniques and Excel-based tools for effective financial decision-making.

Course Content**Unit-1: Fundamentals of Corporate Finance (8 Hours)**

Nature, scope, and objectives of corporate finance; finance function and its role in organisations; financial decision-making framework; time value of money concepts including present value, future value, annuities, and perpetuities; application of Excel in time value computations.

Unit-2: Capital Budgeting and Investment Decisions (9 Hours)

Capital budgeting process; estimation of cash flows; evaluation techniques including Payback Period, ARR, NPV, IRR, and Profitability Index; comparison of NPV and IRR; risk in capital budgeting; case studies.

Unit-3: Cost of Capital and Financing Decisions (8 Hours)

Concept of cost of capital; cost of debt, equity, preference shares, and retained earnings; Weighted Average Cost of Capital (WACC); operating and financial leverage; cases on EBIT-EPS analysis.

Unit-4: Dividend Policy and Distribution Decisions (7 Hours)

Determinants of dividend policy; forms of dividends including cash dividends, bonus shares, and stock splits; payout policies and corporate dividend practices; case studies.

Unit-5: Working Capital Management (8 Hours)

Importance of working capital; cash management techniques; Receivables Management – Objectives; Credit Policy, Cash Discount, Debtors Outstanding

and Ageing Analysis; Collection Cost, Capital Cost, Default Cost, Delinquency Cost; Credit policy; estimation of working capital requirements; short-term financing sources and liquidity management.

Suggested Readings (Latest Editions)

1. A. Damodaran. Applied Corporate Finance, Wiley
2. Chandra, P. Financial Management: Theory and Practice. McGraw Hill Education.
3. Pandey, I. M. Financial Management. Vikas Publishing House.
4. Van Horne, J. C., & Wachowicz, J. M. Fundamentals of Financial Management. Pearson Education.
5. Brealey, R. A., Myers, S. C., Allen, F., & Mohanty, P. Principles of Corporate Finance. McGraw Hill Education.
6. Khan, M. Y., & Jain, P. K. Financial Management: Text, Problems and Cases. McGraw Hill Education.

Course Outcomes (COs) with Bloom's Knowledge Level (KL) Mapping

CO No.	Course Outcome Statement	Bloom's KL
CO1	Explain the fundamental principles, scope, and financial environment of corporate finance.	K2 (Understand)
CO2	Apply capital budgeting techniques to evaluate investment proposals and financial decisions.	K3 (Apply)
CO3	Compute the cost of capital and apply capital structure concepts to support financing decisions.	K3 (Apply)
CO4	Describe dividend policies and their impact on shareholder wealth and firm value.	K2 (Understand)
CO5	Apply Excel-based tools and techniques for solving corporate finance decision-making problems.	K3 (Apply)

Subject: Fundamentals of Financial Modelling

Course Code	Type	Credits	Contact Hours	Course Focus
BBAFM06	DSE	3	40	Skill Development

Course Objectives

1. Develop basic proficiency in MS Excel for financial modelling applications.
2. Construct simple financial statement and capital budgeting models.
3. Understand foundational valuation concepts using discounted cash flow logic.
4. Apply basic risk measurement techniques in financial decision-making.
5. Translate core financial concepts into structured spreadsheet-based models.

Course Content**Unit-1: Fundamentals of Financial Modelling (7 Hours)**

Introduction to financial modelling; role of Excel in finance; structure of financial models; data organisation and cleaning; basic Excel functions for finance; linking worksheets; introduction to financial decision-making models.

Unit-2: Financial Statement Basics and Analysis (9 Hours)

Structure of financial statements (Income Statement, Balance Sheet, Cash Flow Statement); ratio analysis fundamentals; basic forecasting of revenues and expenses; linking financial statements; introduction to simple financial projections.

Unit-3: Investment and Capital Budgeting Models (10 Hours)

Simple and compound Interest modelling; Present Value (PV) and Future Value (FV) models; Annuity and Perpetuity models; Loan Amortization and EMI calculation; Cash Flow Forecasting; Capital Budgeting Models: Payback Period, Net Present Value (NPV); Internal Rate of Return (IRR); Basic Investment Decision Modelling in Spreadsheets: Sensitivity Analysis; Scenario Analysis; Goal Seek and What-If Analysis.

Unit-4: Basics of Valuation (7 Hours)

Introduction to valuation concepts; discounted cash flow basics; free cash flow concept (introductory level); simple growth assumptions; basic valuation framework and interpretation.

Unit-5: Introduction to Risk and Simulation (7 Hours)

Concept of risk and return; basic volatility measurement; introduction to Value at Risk (conceptual); simple scenario analysis and sensitivity analysis; introduction to simulation concepts in Excel.

Suggested Readings (Latest Editions)

1. C. Sengupta. Financial Modeling Using Excel and VBA. Wiley.
2. S. Benninga. Financial Modeling. MIT Press.
3. D.S. Fairhurst. Using Excel for Business and Financial Modelling. Wiley.
4. P. Chandra. Financial Management: Theory and Practice. McGraw Hill Education.
5. A. Damodaran. Applied Corporate Finance. Wiley.

Course Outcomes (COs) with Bloom's Knowledge Level (KL) Mapping

CO No.	Course Outcome Statement	Bloom's KL
CO1	Explain the fundamentals of financial modelling, Excel tools, and model structuring techniques.	K2 (Understand)
CO2	Apply basic financial statement analysis and forecasting techniques using spreadsheet models.	K3 (Apply)
CO3	Apply time value of money concepts to construct simple capital budgeting models.	K3 (Apply)
CO4	Apply basic discounted cash flow (DCF) frameworks for business valuation.	K3 (Apply)
CO5	Use scenario analysis and basic simulation-based techniques to examine financial risk in spreadsheet models.	K3 (Apply)

SPECIALISATION GROUP AND DISCIPLINE SPECIFIC ELECTIVES – HUMAN RESOURCE MANAGEMENT

Subject: Industrial Relations and Labour Laws

Course Code	Type	Credits	Contact Hours	Course Focus
BBAHR01	DSE	3	40	Employability

Course Objectives

1. To understand the concepts and significance of industrial relations in organizations.
2. To explain the role of trade unions and employee participation in maintaining industrial harmony.
3. To examine collective bargaining, grievance handling, and industrial dispute resolution mechanisms.
4. To understand the provisions of major labour laws applicable to business organizations.
5. To apply industrial relations and labour law concepts to workplace situations and HR practices.

Course Content

Unit-1: Introduction to Industrial Relations (7 Hours)

Meaning, nature, scope, and importance of industrial relations; objectives of industrial relations; parties to industrial relations: employers, employees, trade unions, and government; factors affecting industrial relations; approaches to industrial relations; impact of technology and changing workplace practices on industrial relations; industrial relations in the Indian context.

Unit-2: Trade Unions and Workers' Participation (9 Hours)

Trade unions: meaning, objectives, functions, and structure; growth of trade union movement in India; rights and responsibilities of trade unions; challenges faced by trade unions; workers' participation in management: concept, objectives, forms, and benefits.

Unit-3: Collective Bargaining and Grievance Management (9 Hours)

Collective bargaining: concept, importance, principles, and process; prerequisites for successful collective bargaining; collective agreements; labour-management cooperation; grievance management: meaning, causes, effects, and

grievance redressal procedure; negotiation and conflict management in organizations.

Unit-4: Industrial Disputes and Resolution Mechanisms (7 Hours)

Industrial disputes: meaning, causes, and types; strikes and lockouts; layoff and retrenchment; machinery for settlement of industrial disputes; conciliation, arbitration, and adjudication; labour courts and industrial tribunals; measures for promoting industrial peace and harmony.

Unit-5: Labour Laws and Employee Welfare (8 Hours)

Objectives and importance of labour legislation; overview of Factories Act, Payment of Wages Act, Minimum Wages Act, Payment of Bonus Act, Employees' State Insurance (ESI) Act, Employees' Provident Fund (EPF) Act, Payment of Gratuity Act with its latest updates.

Suggested Readings (Latest Editions)

1. Sharma, A. M. Industrial Relations. Himalaya Publishing House.
2. Memoria, C. B. Dynamics of Industrial Relations in India. Himalaya Publishing House.
3. Davar, R. S. Personnel Management and Industrial Relations. Vikas Publishing House.
4. Kapoor, N. D. Elements of Labour Laws. Sultan Chand & Sons.
5. Monappa, A. Industrial Relations. McGraw Hill Education.
6. Srivastava, S. C. Industrial Relations and Labour Laws. Vikas Publishing House.

Course Outcomes (COs) with Bloom's Knowledge Level (KL) Mapping

CO No.	Course Outcome Statement	Bloom's KL
CO1	Explain the concepts, scope, and significance of industrial relations in organizations.	K2 (Understand)
CO2	Describe the role of trade unions and workers' participation in industrial relations.	K2 (Understand)
CO3	Explain collective bargaining processes and grievance handling mechanisms.	K2 (Understand)
CO4	Describe the causes of industrial disputes and the methods available for their resolution.	K2 (Understand)
CO5	Apply the provisions of major labour laws and labour welfare measures in organizational contexts.	K3 (Apply)

Subject: Performance Management

Course Code	Type	Credits	Contact Hours	Course Focus
BBAHR02	DSE	3	40	Employability

Course Objectives

1. To understand the concepts, principles, and importance of performance and compensation management.
2. To examine various performance planning, appraisal, and feedback mechanisms used in organizations.
3. To analyse the relationship between performance management, compensation, and employee motivation.
4. To evaluate talent management, competency mapping, career development, and succession planning practices.
5. To apply performance and compensation management tools to improve employee and organizational effectiveness.

Course Content**Unit-1: Introduction to Performance Management (7 Hours)**

Meaning, concept, objectives, and importance of performance management; performance management versus performance appraisal; performance management as a continuous process; components of performance management systems; strategic role of performance management; performance management cycle.

Unit-2: Performance Planning and Appraisal Systems (9 Hours)

Performance planning and goal setting; performance standards and key result areas (KRAs); methods of performance appraisal including Graphic Rating Scale, Ranking Method, Paired Comparison Method, Forced Distribution Method, Critical Incident Method, Behaviourally Anchored Rating Scales (BARS), Management by Objectives (MBO), and 360-Degree Feedback; case studies.

Unit-3: Performance Based Compensation Management (8 Hours)

Compensation management: concept, objectives, and significance; components of compensation; wage and salary administration; job evaluation and pay structures; performance-related pay (PRP); incentives, bonuses, commissions, and rewards; employee benefits and non-monetary rewards; contemporary trends in performance-based compensation.

Unit-4: Learning, Talent Management and Career Development (8 Hours)

Learning organization concept and characteristics; Peter Senge's Learning Organization Model; talent management and employee retention strategies;

competency mapping and competency frameworks; career planning and career development; succession planning; coaching and mentoring: concepts, roles, advantages, and limitations; case studies.

Unit-5: Contemporary Issues in Performance and Compensation Management (8 Hours)

HR analytics in performance management; performance management audit; ethical and legal issues in performance appraisal; pay equity and fairness; employee engagement and recognition programmes; case studies.

Suggested Readings (Latest Editions)

1. Armstrong, M. Performance Management: Key Strategies and Practical Guidelines. Kogan Page.
2. Bhattacharyya, D. K. Performance Management Systems and Strategies. Pearson Education.
3. Rao, T. V. Performance Management and Appraisal Systems. Sage Publications.
4. Berger, L. A., & Berger, D. R. The Talent Management Handbook. McGraw-Hill.
5. Armstrong, M., & Taylor, S. Armstrong's Handbook of Human Resource Management Practice. Kogan Page.
6. Dessler, G. Human Resource Management. Pearson Education.

Course Outcomes (COs) with Bloom's Knowledge Level (KL) Mapping

CO No.	Course Outcome Statement	Bloom's KL
CO1	Explain the concepts, objectives, and processes of performance and compensation management.	K2 (Understand)
CO2	Apply performance planning and appraisal techniques to evaluate employee performance.	K3 (Apply)
CO3	Explain compensation structures and performance-based reward systems for employee motivation and retention.	K2 (Understand)
CO4	Describe talent management, competency mapping, career development, and succession planning practices.	K2 (Understand)
CO5	Apply digital tools, HR analytics, and ethical considerations in performance and compensation management.	K3 (Apply)

Subject: HR Analytics

Course Code	Type	Credits	Contact Hours	Course Focus
BBAHR03	DSE	3	40	Skill Development

Course Objectives

1. To understand the concepts, scope, and significance of HR Analytics in modern organisations.
2. To identify and interpret key HR metrics and workforce data for managerial decision-making.
3. To apply basic statistical and analytical tools to analyse HR-related data.
4. To develop HR dashboards, scorecards, and analytical reports for organisational use.
5. To evaluate the role of predictive analytics and data-driven HR strategies in improving workforce effectiveness.

Course Content**Unit-1: Introduction to HR Analytics and Workforce Data (7 Hours)**

Concept, evolution, and scope of HR Analytics; People Analytics and Workforce Analytics; importance of data-driven HR management; HR analytics ecosystem; strategic role of HR analytics; HR data sources; workforce databases; HR information systems (HRIS); challenges in HR data collection; ethical and legal issues in HR analytics; data privacy and confidentiality.

Unit-2: HR Metrics and Measurement Systems (7 Hours)

Concept of HR metrics and KPIs; workforce demographics and diversity metrics; recruitment and selection metrics; employee turnover and retention measures; absenteeism and productivity metrics; training and development metrics; compensation and benefits analytics; employee engagement indicators; benchmarking HR performance; data quality and reliability.

Unit-3: Statistical Tools for HR Analytics (9 Hours)

Introduction to descriptive analytics; measures of central tendency and dispersion; frequency distributions; data visualisation techniques; charts, graphs, and dashboards; spreadsheet applications in HR analytics; correlation analysis; introduction to regression analysis; interpretation of analytical results for HR decision-making.

Unit-4: HR Analytics Frameworks and Applications (9 Hours)

HR Analytics process and lifecycle; LAMP Framework (Logic, Analytics, Measures, Process); HCM:21 Framework; levels of HR analytics—descriptive,

diagnostic, predictive, and prescriptive analytics; HR scorecard development; workforce planning analytics; performance analytics; employee engagement and retention analytics; analytics for talent management.

Unit-5: Predictive HR Analytics and Strategic Decision-Making (8 Hours)

Predictive analytics in HR; employee attrition prediction; talent acquisition analytics; succession planning analytics; workforce productivity analysis; AI and machine learning applications in HR; HR dashboards and reporting systems; HR analytics for strategic decision-making; future trends in HR analytics; case studies on analytics-driven HR practices.

Practical Exercises

Analyse employee demographic data and prepare an HR metrics report.

Calculate recruitment, turnover, absenteeism, and retention metrics using spreadsheet software.

Create HR dashboards using Excel or Google Sheets.

Perform basic correlation and regression analysis on employee performance data.

Develop an HR scorecard for a hypothetical organisation.

Design an employee attrition prediction model using sample datasets.

Prepare an HR analytics report and present workforce insights.

Analyse a real-world case on HR analytics implementation and strategic impact.

Suggested Readings (Latest Editions)

1. Edwards, M. R., & Edwards, K. Predictive HR Analytics: Mastering the HR Metric – Kogan Page Publishers.
2. Isson, J. P., & Harriott, J. S. People Analytics in the Era of Big Data: Changing the Way You Attract, Acquire, Develop, and Retain Talent – Wiley.
3. VanWieren, S. Quantifiably Better: Delivering Human Resource Analytics from Start to Finish – Technics Publications.
4. Evans, J. R. Business Analytics – Pearson Education.
5. Bhattacharyya, D. K. HR Analytics: Understanding Theories and Applications – SAGE Publications India.
6. West, M. People Analytics For Dummies – Wiley.

Course Outcomes (COs) with Bloom's Knowledge Level (KL) Mapping

CO No.	Course Outcome Statement	Bloom's KL
CO1	Explain the concepts, scope, significance, and applications of HR Analytics in contemporary organisations.	K2 (Understand)
CO2	Apply HR metrics, KPIs, and workforce indicators to measure and monitor organisational performance.	K3 (Apply)

CO No.	Course Outcome Statement	Bloom's KL
C03	Use statistical and analytical tools to analyse HR data and generate meaningful workforce insights.	K3 (Apply)
C04	Apply frameworks, scorecards, dashboards, and data visualisation techniques to interpret HR datasets for decision-making.	K3 (Apply)
C05	Use analytical evidence to support HR decisions related to recruitment, retention, performance, engagement, and talent management.	K3 (Apply)

Subject: Negotiation Skills

Course Code	Type	Credits	Contact Hours	Course Focus
BBAHR04	DSE	3	40	Skill Development

Course Objectives

1. To understand the principles, processes, and strategies of effective negotiation.
2. To analyse the psychological, behavioural, and cultural factors influencing negotiation outcomes.
3. To apply negotiation frameworks and communication techniques in professional and organisational contexts.
4. To evaluate ethical dilemmas, conflicts, and challenges encountered during negotiations.
5. To develop collaborative and win-win negotiation strategies for achieving sustainable agreements.

Course Content**Unit-1: Foundations of Negotiation (7 Hours)**

Meaning, nature, and importance of negotiation; negotiation process and stages; distributive and integrative negotiations; BATNA (Best Alternative to a Negotiated Agreement); ZOPA (Zone of Possible Agreement); negotiation planning and preparation; setting objectives and priorities; anchoring effect in negotiations; perception management; impression management.

Unit-2: Communication, Behaviour, and Relationship Building (9 Hours)

Negotiation strategies and styles; listening skills and questioning techniques; persuasion and influence; attribution errors and perception traps; building trust and rapport; emotional intelligence in negotiations; cross-cultural negotiations; managing stakeholder relationships through effective communication; case studies.

Unit-3: Psychology and Neuroscience of Negotiation (8 Hours)

Behavioural foundations of negotiation; cognitive biases and decision-making errors; psychological barriers to successful negotiation; rationality and bounded rationality; biases of the mind and emotions; negotiation under uncertainty; neuroscience of negotiation; emotional regulation and brain-based decision processes; behavioural economics perspectives on negotiation outcomes.

Unit-4: Conflict Resolution and Ethical Negotiations (8 Hours)

Sources of conflict in organisations; managing power imbalances; negotiating from positions of strength and weakness; handling deception, manipulation, and misinformation; ethical issues in negotiation; recognising and resolving ethical dilemmas; crisis negotiations; case studies.

Unit-5: Applied Negotiation and Real-World Cases (8 Hours)

Team negotiations and multiparty negotiations; negotiation in business, HR, labour-management relations, sales, and procurement; collaborative problem-solving; value creation and value claiming; negotiation simulations; case studies on successful and failed negotiations; contemporary negotiation challenges.

Practical Exercises

Role-play exercises on salary, vendor, and customer negotiations.

BATNA and ZOPA identification workshops.

Negotiation simulation games involving conflict resolution.

Case analysis of successful business negotiations.

Cross-cultural negotiation exercises.

Group negotiation and team bargaining simulations.

Ethical dilemma analysis in negotiation scenarios.

Reflection journal on personal negotiation strengths and weaknesses

Suggested Readings (Latest Editions)

1. Jagodzinski, K. Negotiation Booster: The Ultimate Self-Empowerment Guide to High-Impact Negotiations. Business Expert Press.
2. Malhotra, D., & Bazerman, M. H. Negotiation Genius. Bantam Dell.
3. Lewicki, R. J., Barry, B., & Saunders, D. M. Essentials of Negotiation. McGraw Hill Education.
4. Fisher, R., Ury, W., & Patton, B. Getting to Yes: Negotiating Agreement Without Giving In . Penguin Books.
5. Schatzki, M. Negotiating with Winning Words: Dialogue and Skills to Help You Come Out Ahead in Any Business Negotiation. Business Expert Press.
6. Kahneman, D. Thinking, Fast and Slow. Penguin Books.
7. Ariely, D. Predictably Irrational. HarperCollins.
8. Johnson, E. The Elements of Choice. Riverhead Books.

Course Outcomes (COs) with Bloom's Knowledge Level (KL) Mapping

CO No.	Course Outcome Statement	Bloom's KL
CO1	Explain the concepts, principles, and stages of the negotiation process.	K2 (Understand)
CO2	Apply negotiation frameworks, communication techniques, and relationship-building strategies in different negotiation situations.	K3 (Apply)

CO No.	Course Outcome Statement	Bloom's KL
C03	Explain the psychological, behavioural, cultural, and neuroscience-based factors influencing negotiation outcomes.	K2 (Understand)
C04	Discuss conflict situations, ethical dilemmas, and alternative negotiation strategies for determining appropriate courses of action.	K2 (Understand)
C05	Demonstrate win-win negotiation strategies for organisational and business challenges.	K3 (Apply)

Subject: Talent Acquisition and Management

Course Code	Type	Credits	Contact Hours	Course Focus
BBAHR05	DSE	3	40	Employability

Course Objectives

1. To understand the concepts, processes, and strategic importance of talent acquisition and talent management.
2. To analyse various talent sourcing, selection, and employer branding strategies used by organisations.
3. To apply competency mapping and assessment centre techniques for talent identification and development.
4. To evaluate career development, succession planning, and talent retention strategies.
5. To examine emerging trends, technological innovations, and ethical issues in talent management.

Course Content**Unit-1: Introduction to Talent Acquisition and Talent Management (7 Hours)**

Concept, scope, and significance of talent management; talent management framework; global talent management challenges; workforce planning and talent needs assessment; components of talent management; creating a talent-driven organisational culture; employer branding and employee value proposition (EVP); talent sourcing strategies; effective onboarding and employee socialisation.

Unit-2: Talent Acquisition Strategies and Assessment Centres (9 Hours)

Talent sourcing channels and digital recruitment platforms; campus recruitment, social media recruitment, and employee referrals; selection strategies for talent acquisition; concept and process of assessment centres; assessment tools and techniques; technology-enabled assessments; advantages and limitations of assessment centres.

Unit-3: Competency Management and Talent Development (9 Hours)

Concept and types of competencies; competency frameworks and models; competency mapping at individual and organisational levels; competency assessment techniques; role of training and development in talent management; identifying high-potential employees; talent development programmes; learning and development interventions; leadership development and capability building; case studies.

Unit-4: Career Management, Succession Planning, and Talent Retention (9 Hours)

Career planning and career development concepts; career management models and practices; succession planning process and challenges; identification and development of future leaders; performance and potential matrix; mentoring and coaching for talent development; employee engagement and retention strategies; reward and recognition systems.

Unit-5: Strategic Talent Management and Future Trends (6 Hours)

Managing key talent and high performers; ethics in talent management; diversity, equity, and inclusion in talent practices; talent analytics and workforce intelligence; artificial intelligence in talent acquisition; gig workforce and remote talent management; case studies on talent management best practices.

Practical Exercises

Design a talent acquisition strategy for a start-up organisation.

Prepare an employer branding campaign for attracting young talent.

Conduct competency mapping for a selected job role.

Develop an assessment centre exercise for managerial recruitment.

Create a succession planning framework for a business organisation.

Design a mentoring programme for high-potential employees.

Analyse a talent retention case and recommend improvement strategies.

Prepare a talent analytics dashboard using workforce data.

Suggested Readings (Latest Editions)

1. Joshi, G., & Vohra, V. Talent Management. Cengage Learning India.
2. Rao, T. V. Hurconomics for Talent Management. Pearson Education.
3. Berger, L. A., & Berger, D. R. The Talent Management Handbook: Making Culture a Competitive Advantage by Acquiring, Identifying, Developing, and Promoting the Best People. McGraw Hill.
4. Cappelli, P. Talent on Demand: Managing Talent in an Age of Uncertainty. Harvard Business Review Press.
5. Silzer, R., & Dowell, B. E. Strategy-Driven Talent Management. Wiley.
6. Berger, L. A. The Best Practices on Talent Management. McGraw Hill.

Course Outcomes (COs) with Bloom's Knowledge Level (KL) Mapping

CO No.	Course Outcome Statement	Bloom's KL
CO1	Explain the concepts, processes, and strategic significance of talent acquisition and talent management.	K2 (Understand)
CO2	Apply talent sourcing, employer branding, and selection strategies to attract and acquire talent.	K3 (Apply)

CO No.	Course Outcome Statement	Bloom's KL
C03	Explain competency frameworks, assessment centre techniques, and talent development practices.	K2 (Understand)
C04	Describe career management, succession planning, and talent retention strategies in organisational contexts.	K2 (Understand)
C05	Apply talent management practices for competency development and employee engagement.	K3 (Apply)

Subject: Employee Life Cycle Management

Course Code	Type	Credits	Contact Hours	Course Focus
BBAHR06	DSE	3	40	Employability

Course Objectives

1. To understand the structure and stages of the Employee Life Cycle in organisations.
2. To analyse recruitment, onboarding, development, retention, and exit processes.
3. To apply HR tools and practices to improve employee experience and engagement.
4. To evaluate performance management and compensation systems within the life cycle.
5. To evaluate integrated Employee Life Cycle strategies of organisations.

Course Content

Unit-1: Foundations of Employee Life Cycle & Recruitment (7 Hours)

Employee Life Cycle concept; stages and importance; HR role in managing lifecycle; workforce planning; job analysis and job design; legal and ethical aspects in hiring; introduction to onboarding and pre-joining engagement; case studies.

Unit-2: Onboarding, Induction & Employee Socialisation (8 Hours)

Employee onboarding framework; induction process; organisational socialisation; orientation programmes; role clarity and expectation setting; onboarding effectiveness measurement; early engagement strategies; training needs identification; introduction to employee development pathways.

Unit-3: Training, Development & Career Management (9 Hours)

Employee training and development; methods and evaluation of training effectiveness; career development planning; succession planning fundamentals; talent pipelines; mentoring and coaching systems; linking training with organisational capability building; creating continuous learning culture.

Unit-4: Compensation & Retention (8 Hours)

Job evaluation; compensation structure; incentive systems; pay-for-performance models; employee engagement; motivation strategies; retention frameworks; employee satisfaction and workplace culture; case studies.

Unit-5: Employee Well-being, Engagement & Exit Management (8 Hours)

Employee well-being and work-life balance; wellness programmes; engagement strategies; grievance handling; disciplinary procedures; employee experience management; exit management process; resignation, termination, and retirement procedures; exit interviews; alumni relations; HR analytics in lifecycle optimisation.

Practical Exercises

Prepare a diagram of the Employee Life Cycle for any organisation.

Write a job description and job specification for any selected role.

Conduct a mock interview and prepare an evaluation sheet.

Design a basic onboarding plan for a new employee.

Prepare a basic compensation structure for a job role.

Identify training needs for a selected job and design a training plan.

Conduct a role-play of an exit interview.

Analyse basic HR data and write key observations.

Suggested Readings (Latest Editions)

1. Gary Dessler. Human Resource Management, Pearson Education
2. Wayne Mondy & Joseph Martocchio. Human Resource Management, Pearson
3. Jacob Morgan. The Employee Experience Advantage, Wiley
4. Tracy Maylett & Matthew Wride. The Employee Experience, Wiley
5. Natasha Hawker. From Hire to Fire and Everything in Between, Michael Hanrahan Publishing
6. Jeffrey A. Mello. Strategic Human Resource Management, Cengage

Course Outcomes (COs) with Bloom's Knowledge Level (KL) Mapping

CO No.	Course Outcome Statement	Bloom's KL
CO1	Describe the stages and structure of the Employee Life Cycle.	K1 (Remember)
CO2	Explain recruitment, onboarding, and development processes.	K2 (Understand)
CO3	Apply performance management and compensation systems in HR practice.	K3 (Apply)
CO4	Explain employee engagement, retention, and well-being strategies.	K2 (Understand)
CO5	Prepare an integrated Employee Life Cycle plan for organisations.	K3 (Apply)

SPECIALISATION GROUP AND DISCIPLINE SPECIFIC ELECTIVES – BUSINESS ANALYTICS

Subject: Introduction to Business Analytics

Course Code	Type	Credits	Contact Hours	Course Focus
BBABA01	DSE	3	40	Skill Development

Course Objectives

1. To understand the basic concepts, scope, and importance of business analytics in organisations.
2. To identify different types of business analytics and their managerial applications.
3. To apply basic statistical and analytical tools for business decision-making.
4. To interpret data visualisations and business reports for insights.
5. To evaluate the role of analytics in improving business performance and competitiveness.

Course Content

Unit-1: Foundations of Business Analytics (7 Hours)

Introduction to Business Analytics; evolution from business intelligence to analytics; data-driven decision-making; types of analytics (descriptive, diagnostic, predictive, prescriptive); role of analytics in modern organisations; data lifecycle in business; structured and unstructured data; introduction to tools and technologies used in analytics.

Unit-2: Data and Business Intelligence (9 Hours)

Concept of data in business context; data sources and data quality; data cleaning and preparation; introduction to databases; data warehousing concepts; business intelligence systems; dashboards and KPI tracking; role of Excel in business analytics; introduction to SQL and reporting tools.

Unit-3: Descriptive and Diagnostic Analytics (9 Hours)

Measures of central tendency and dispersion; data summarisation techniques; correlation and regression basics; trend and pattern analysis; data visualisation techniques; root cause analysis; interpretation of business data; introduction to statistical thinking for managers.

Unit-4: Predictive and Prescriptive Analytics (8 Hours)

Introduction to forecasting techniques; time series basics; regression-based prediction; risk analysis; scenario and what-if analysis; optimisation concepts; decision models; basics of machine learning in business context; applications in marketing, finance, and operations.

Unit-5: Applications of Business Analytics (7 Hours)

Applications in marketing analytics (customer segmentation, pricing, sentiment analysis); financial analytics (credit scoring, risk analysis); case studies from Indian and global organisations; ethical issues in analytics.

Practical Exercises

Data summarisation using Excel

Creation of dashboards and KPI reports

Correlation and trend analysis on business datasets

Basic forecasting using simple statistical tools

Interpretation of business case studies using analytics

Suggested Readings (Latest Editions)

1. U Dinesh Kumar. Business Analytics: The Science of Data-Driven Decision Making . Wiley India
2. Seema Acharya & Subhashini Chellappan. Business Analytics. Wiley India
3. S. Sumathi & S. N. Sivanandam. Introduction to Data Mining and Business Intelligence (Springer / Wiley India Editions)
4. G. Shailaja & K. V. S. Sarma. Business Analytics and Intelligence. Pearson India.
5. R. N. Prasad & Seema Acharya. Fundamentals of Business Analytics. Wiley India.

Course Outcomes (COs) with Bloom's Knowledge Level (KL) Mapping

CO No.	Course Outcome Statement	Bloom's KL
CO1	Explain the fundamental concepts and scope of business analytics.	K2 (Understand)
CO2	Classify the types of analytics and their business applications.	K2 (Understand)
CO3	Apply basic statistical tools for business data analysis.	K3 (Apply)
CO4	Apply descriptive and diagnostic techniques to interpret business data.	K3 (Apply)
CO5	Use analytical thinking and data interpretation to solve structured business problems.	K3 (Apply)

Subject: Data Analytics Using R

Course Code	Type	Credits	Contact Hours	Course Focus
BBABA02	DSE	3	40	Skill Development

Course Objectives

1. To develop a foundational understanding of the R programming language and its role in business data analytics.
2. To acquire skills to structure, manage, and manipulate different types of data using R programming constructs.
3. To apply control structures and functions in R to solve basic business analytics problems.
4. To perform exploratory data analysis and generate meaningful statistical summaries from business datasets.
5. To create data visualisations using R and interpret insights for managerial decision-making.

Course Content**Unit-1: Introduction to R Programming & Business Data Environment (8 Hours)**

Introduction to R and its role in business analytics; installation and R environment setup (R and RStudio); basic syntax; comments, identifiers, variables, constants; operators and precedence; introduction to business data types; working with strings; overview of data-driven decision-making in business contexts; importing and exporting data in R.

Unit-2: Data Structures in R (Vectors, Lists, Matrices) (8 Hours)

Data types in R (numeric, integer, logical, character, complex); vectors and vector operations; accessing, modifying, and deleting vectors; list creation and manipulation; converting lists to vectors; matrices creation and operations; matrix arithmetic and manipulation; introduction to structured business datasets.

Unit-3: Arrays, Factors and Data Frames (8 Hours)

Arrays and multidimensional data structures; factors and categorical data handling; data frames creation and operations; accessing and modifying data frames; data sorting, merging, sub-setting; data aggregation; data cleaning basics; preparing datasets for business analytics applications.

Unit-4: Control Structures & Functions in R (7 Hours)

Decision-making structures (if, if-else, nested conditions, switch); loops (for, while, repeat); loop control (break, next); introduction to functions; built-in functions (statistical, mathematical, date-time); user-defined functions; recursion basics; application of functions in business analytics tasks.

Unit-5: Data Visualization and Business Analytics Applications (9 Hours)

Data visualisation using R: bar charts, histograms, line graphs, pie charts; grouped and stacked charts; interpretation of visual outputs; business data storytelling; introduction to exploratory data analysis (EDA); dashboards overview; business applications of R in marketing, finance, HR, and operations analytics.

Practical Exercises

Data cleaning and manipulation using real-world business datasets in R.

Creation of vectors, matrices, data frames and performing basic operations.

Writing R functions to solve simple business analytics problems.

Generating charts (bar, histogram, line, pie) and interpreting business insights.

Case-based EDA of sales/HR/financial dataset using R.

Suggested Readings (Latest Editions)

1. Garrett Golemund & Hadley Wickham . R for Data Science. O'Reilly Media,
2. Jeeva Jose . Beginner's Guide for Data Analysis Using R Programming. Khanna Publishers
3. Umesh R. Hodeghatta & Umesha Nayak. Practical Business Analytics Using R and Python. Pearson India.
4. Seema Acharya & Subhashini Chellappan – Business Analytics Using Data Mining and R. Wiley India.
5. R. N. Prasad & Seema Acharya – Statistical Computing and Data Analysis. Wiley India

Course Outcomes (COs) with Bloom's Knowledge Level (KL) Mapping

CO No.	Course Outcome Statement	Bloom's KL
CO1	Explain the fundamentals of R programming and the business data environment.	K2 (Understand)
CO2	Apply data structures such as vectors, lists, matrices, and data frames for data manipulation.	K3 (Apply)
CO3	Implement analytical logic using control structures and functions in R.	K3 (Apply)
CO4	Apply statistical and logical operations in R to process and interpret datasets.	K3 (Apply)
CO5	Prepare visualisations in R and interpret business insights from them.	K3 (Apply)

Subject: Data Visualization and Storytelling

Course Code	Type	Credits	Contact Hours	Course Focus
BBABA03	DSE	3	40	Skill Development

Course Objectives

1. To understand the principles of effective data visualization design and develop skills to create meaningful visual representations of data.
2. To develop the ability to interpret and analyse data visualizations for business decision-making.
3. To apply data preparation techniques for ensuring accuracy, consistency, and reliability of visual data.
4. To design dashboards and interactive visual tools for business communication.
5. To develop data storytelling skills for presenting insights to stakeholders in a structured and impactful manner.

Course Content**Unit-1: Introduction to Data Visualization (8 Hours)**

Meaning, scope, and importance of data visualization in business; evolution of visualization techniques; role of data visualization in decision-making; types of data (categorical, numerical, temporal); visualization types based on data; principles of visual perception; Gestalt principles; cognitive aspects of data interpretation.

Unit-2: Data Preparation for Visualization (8 Hours)

Data cleaning and preprocessing techniques; handling missing values and outliers; data transformation and standardisation; data merging and integration; sampling techniques; data reduction methods; data quality assessment; bias in data and ethical considerations; ensuring transparency and accuracy in visual reporting.

Unit-3: Basic Data Visualization Techniques (9 Hours)

Bar charts, column charts, and variations; line and area charts for trends; pie and donut charts for proportions; scatter plots for relationships; bubble charts for multivariate analysis; histograms and box plots for distribution; heatmaps for pattern detection; treemaps and network graphs; flow diagrams and process visualizations; geographic and spatial data visualization; introduction to waterfall, radar, and spider charts.

Unit-4: Dashboards and Interactive Visualization (8 Hours)

Concept of dashboards in business intelligence; static vs interactive dashboards; dashboard design principles; KPIs and metrics visualization; filters, slicers, and parameters; drill-down and drill-through analysis; tools for dashboard creation (Excel/Tableau/Power BI – conceptual introduction); dashboard storytelling structure; real-time data visualization concepts.

Unit-5: Data Storytelling and Business Communication (7 Hours)

Concept of data storytelling; components of a data story (context, insight, narrative, visual); structuring business presentations using data; storytelling frameworks; combining visuals with narrative flow; persuasive communication using data; addressing stakeholder queries.

Practical Exercises

Clean a dataset by handling missing values and outliers.

Create basic charts like bar, line, pie, and scatter using Excel.

Use histogram and box plot to study data distribution.

Build a simple dashboard with KPIs and filters.

Present a short data story using visuals and insights.

Suggested Readings (Latest Editions)

1. Cole Nussbaumer Knafllic – Storytelling with Data: A Data Visualization Guide for Business Professionals
2. Lindy Ryan – Visual Data Storytelling with Tableau
3. Edward Tufte – The Visual Display of Quantitative Information
4. Stephen Few – Information Dashboard Design
5. Alberto Cairo – The Functional Art: An Introduction to Information Graphics and Visualization

Course Outcomes (COs) with Bloom's Knowledge Level (KL) Mapping

CO No.	Course Outcome Statement	Bloom's KL
CO1	Explain the concepts, principles, and importance of data visualization and storytelling in business contexts.	K2 (Understand)
CO2	Apply appropriate visualization techniques to represent different types of business data effectively.	K3 (Apply)
CO3	Apply visual tools to identify patterns, trends, and relationships in datasets.	K3 (Apply)
CO4	Prepare dashboards and visual stories using suitable tools for business communication.	K3 (Apply)
CO5	Interpret visualizations and storytelling outputs to support managerial decision-making.	K2 (Understand)

Subject: Data Analytics with Python

Course Code	Type	Credits	Contact Hours	Course Focus
BBABA04	DSE	3	40	Skill Development

Course Objectives

1. To understand the fundamentals of Python programming for data analytics.
2. To apply Python libraries for data manipulation, cleaning, and transformation.
3. To perform exploratory data analysis (EDA) on business datasets.
4. To use statistical tools and techniques for business decision-making.
5. To evaluate the data visualisations and interpret insights for managerial applications.

Course Content**Unit-1: Introduction to Python for Data Analytics (8 Hours)**

Introduction to Python; installation and working environment; Python syntax and semantics; variables, data types, operators; input/output operations; control flow basics; introduction to data analytics and its role in business decision-making; overview of Python libraries used in analytics.

Unit-2: Data Structures and Data Handling in Python (7 Hours)

Lists, tuples, sets, and dictionaries; indexing and slicing; operations on data structures; introduction to NumPy arrays; array operations and mathematical functions; handling structured and unstructured data; reading and writing datasets (CSV, Excel); introduction to Pandas library.

Unit-3: Data Manipulation with Pandas (9 Hours)

DataFrames creation and operations; importing and exporting data; data cleaning and preprocessing; handling missing values; filtering, sorting, grouping, and aggregation; merging and joining datasets; data transformation techniques; business dataset preparation.

Unit-4: Exploratory Data Analysis (EDA) and Statistics (9 Hours)

Descriptive statistics (mean, median, mode, variance, standard deviation); correlation and covariance; distribution analysis; outlier detection; pivot tables; trend analysis; basic hypothesis understanding; business interpretation of statistical results.

Unit-5: Data Visualization and Business Applications (7 Hours)

Data visualization using Matplotlib and Seaborn; bar charts, line charts, histograms, scatter plots, and box plots; customization of graphs; dashboard basics; storytelling with data; applications of Python analytics in marketing, finance, HR, and operations; case-based business analytics.

Practical Exercises

Python installation and demonstration of coding

Data cleaning and manipulation using Pandas

Performing EDA on business datasets

Creating statistical summaries and interpreting results

Building visualisations using Matplotlib and Seaborn

Suggested Readings (Latest Editions)

1. Umesh R. Hodeghatta & Umesha Nayak. Practical Business Analytics Using R and Python. Pearson India
2. Bharti Motwani. Data Analytics Using Python. Wiley India
3. Wes McKinney. Python for Data Analysis. O'Reilly Media
4. Jake VanderPlas. Python Data Science Handbook. O'Reilly Media
5. Amit Kumar Das. Data Science and Analytics Using Python. McGraw Hill Education India

Course Outcomes (COs) with Bloom's Knowledge Level (KL) Mapping

CO No.	Course Outcome Statement	Bloom's KL
CO1	Explain the fundamentals of Python programming for data analytics.	K2 (Understand)
CO2	Apply Python data structures and libraries for data handling.	K3 (Apply)
CO3	Apply Pandas and statistical tools to process business datasets.	K3 (Apply)
CO4	Perform exploratory data analysis for business decision-making.	K3 (Apply)
CO5	Interpret data visualisations and communicate business insights.	K2 (Understand)

Subject: Social Media & Web Analytics

Course Code	Type	Credits	Contact Hours	Course Focus
BBABA05	DSE	3	40	Skill Development

Course Objectives

1. To understand social media marketing concepts and planning
2. To use social media platforms for marketing communication
3. To apply analytics tools for performance measurement
4. To understand PPC advertising and campaign tracking
5. To use web analytics tools for business decision-making

Course Content**Unit-1: Introduction to Social Media Marketing (8 Hours)**

Meaning and role of social media in marketing; digital marketing ecosystem; rules of engagement in social media; target audience identification; influencers and content strategy; development of social media marketing plan; blogging, microblogging, social networks, video sharing, podcasts, live streaming, webinars; use of blogs for branding and lead generation; introduction to blog analytics.

Unit-2: Social Media Platforms and Content Strategy (9 Hours)

Overview of major platforms: Facebook, Instagram, LinkedIn, Twitter, YouTube; content types and engagement strategies; social bookmarking and collaboration tools; picture sharing and video marketing; content planning and scheduling; virality and engagement metrics; online reputation management basics.

Unit-3: Social Media Analytics and Metrics (7 Hours)

Introduction to social media analytics; key performance metrics (reach, impressions, engagement rate, CTR, conversions); social media monitoring tools; sentiment analysis and brand monitoring; performance tracking techniques; introduction to analytics tools for social platforms.

Unit-4: PPC Advertising and Campaign Measurement (8 Hours)

Introduction to Pay-Per-Click (PPC) marketing; Google Ads structure; Facebook Ads structure; CPC, CTR, CPA concepts; keyword research basics; SEO vs PPC keywords; bidding strategies and quality score; ad performance optimization; conversion tracking; call-to-action (CTA); campaign reporting and performance analysis.

Unit-5: Web Analytics and Google Analytics (8 Hours)

Introduction to web analytics and importance in business; key website metrics (page views, visits, bounce rate, conversion rate); traffic sources (organic, direct, referral, paid); introduction to Google Analytics; account setup and tracking code; dashboard overview; real-time, audience, acquisition, behaviour and conversion reports; interpretation of web analytics data.

Suggested Readings (Latest Editions)

1. Barker et al. Social Media Marketing: A Strategic Approach. Cengage
2. Tuten & Solomon. Social Media Marketing. SAGE
3. Puneet Singh Bhatia. Fundamentals of Digital Marketing (Pearson India)
4. Avinash Kaushik. Web Analytics 2.0
5. Feras Alhlou et al. Google Analytics Breakthrough

Course Outcomes (COs) with Bloom's Knowledge Level (KL) Mapping

CO No.	Course Outcome Statement	Bloom's KL
CO1	Explain the role of social media in marketing and the fundamentals of web analytics.	K2 (Understand)
CO2	Apply social media analytics tools to track engagement, reach, and campaign performance.	K3 (Apply)
CO3	Apply social media and web analytics techniques to measure marketing effectiveness and user behaviour.	K3 (Apply)
CO4	Prepare social media marketing plans and basic web analytics reports using key metrics.	K3 (Apply)
CO5	Use PPC, SEO, and Google Analytics insights to measure digital marketing performance.	K3 (Apply)

Subject: Introduction to Predictive Analytics

Course Code	Type	Credits	Contact Hours	Course Focus
BBABA06	DSE	3	40	Skill Development

Course Objectives

1. To understand the fundamental concepts of predictive analytics in business.
2. To apply statistical and forecasting techniques for business prediction.
3. To analyse datasets to identify trends and patterns for decision-making.
4. To develop basic predictive models for business problems.
5. To understand introductory machine learning concepts for predictive applications.

Course Content**Unit-1: Introduction to Predictive Analytics (8 Hours)**

Meaning, scope, and importance of predictive analytics in business; types of analytics (descriptive, diagnostic, predictive, prescriptive); data-driven decision-making; overview of data mining concepts; structured and unstructured data; applications in marketing, finance, HR, and operations.

Unit-2: Data Preparation and Exploratory Analysis (8 Hours)

Data collection and cleaning; handling missing values and outliers; data transformation and normalization; exploratory data analysis (EDA); correlation and pattern identification; data visualization for insights; introduction to business datasets used in predictive analytics.

Unit-3: Statistical Foundations for Prediction (8 Hours)

Measures of central tendency and dispersion; probability concepts; correlation and regression analysis; simple linear regression; introduction to multiple regression; hypothesis building; interpretation of statistical outputs; basics of forecasting techniques.

Unit-4: Predictive Modelling Techniques (7 Hours)

Concept of predictive modelling; classification and regression models; decision tree basics; clustering overview; model training and testing; overfitting and underfitting; model evaluation techniques (accuracy, precision, recall).

Unit-5: Applications of Predictive Analytics (9 Hours)

Applications of predictive analytics in business: customer behaviour prediction, demand forecasting, financial risk prediction, HR attrition analysis, and supply chain forecasting; Introduction to machine learning: meaning and scope;

relationship between predictive analytics, statistics, and machine learning; supervised and unsupervised learning (basic concepts); simple machine learning workflow (data → model → prediction → evaluation). Business applications of machine learning in marketing, finance, HR, and operations; ethical issues including bias, fairness, transparency, and data privacy; future trends in AI-driven predictive systems.

Suggested Readings (Latest Editions)

1. Srinivasan, U. Business analytics: Principles, concepts, and applications. Oxford University Press India.
2. Goyal, D., & Srivastava, A. Business analytics using Excel and Power BI. BPB Publications.
3. Mohanty, P. Financial analytics. McGraw Hill Education India.
4. Gupta, D., Gupta, M., & Gupta, P. M. Social media and web analytics: Turning insights into action in a digital world. BPB Publications.
5. Albright, S. C., & Winston, W. L.. Business analytics: Data analysis and decision making (8th ed.). Cengage Learning.
6. Evans, J. R. (2023). Business analytics: Methods, models, and decisions (3rd ed.). Pearson Education.
7. Mohanty, P. (2022). Financial analytics. McGraw Hill Education.
8. Provost, F., & Fawcett, T. (2023). Data science for business: What you need to know about data mining and data-analytic thinking (2nd ed.). O'Reilly Media.
9. Shmueli, G., Bruce, P. C., Gedeck, P., & Patel, N. R. (2023). Data mining for business analytics: Concepts, techniques, and applications in Python (2nd ed.). Wiley.

Course Outcomes (COs) with Bloom's Knowledge Level (KL) Mapping

CO No.	Course Outcome Statement	Bloom's KL
CO1	Explain the fundamental concepts of predictive analytics and its role in business decision-making.	K2 (Understand)
CO2	Identify and interpret different types of business data used in predictive modelling.	K2 (Understand)
CO3	Apply basic statistical and analytical techniques for forecasting business outcomes.	K3 (Apply)
CO4	Interpret predictive results to support managerial decision-making and business insights.	K2 (Understand)
CO5	Explain machine learning concepts and their relevance in predictive analytics applications.	K2 (Understand)

SPECIALISATION GROUP AND DISCIPLINE SPECIFIC ELECTIVES – INTERNATIONAL BUSINESS MANAGEMENT

Subject: International Trade Policy and Strategy

Course Code	Type	Credits	Contact Hours	Course Focus
BBAIB01	DSE	3	40	Employability

Course Objectives

1. To develop an understanding of the evolution, objectives, and regulatory framework of international trade policy.
2. To familiarise students with import-export regulations, trade barriers, and policy instruments.
3. To examine export promotion measures and institutional mechanisms supporting international trade.
4. To analyse the strategic implications of trade policies for business organisations operating in global markets.
5. To develop awareness of contemporary issues and challenges in international trade.

Course Content

Unit-1: Foundations of International Trade Policy (8 Hours)

International trade and its significance in economic development; Direction and composition of India's exports and imports; Theories and rationale of international trade policy; Objectives and features of India's Foreign Trade Policy; Legal and institutional framework governing foreign trade; Historical evolution of India's trade policy since economic liberalisation; Emerging trends in global trade and international business.

Unit-2: Import Policy and Trade Regulation (8 Hours)

Structure and objectives of import policy; Instruments of import regulation; Import licensing systems and procedures; Open General Licence (OGL) and automatic licensing; Import substitution and trade protection measures; Tariff structures and tariff classifications; Bound tariffs and quantitative restrictions; Anti-dumping duties, countervailing duties and safeguard measures; WTO provisions relating to import regulation and market access.

Unit-3: Export Promotion and Trade Competitiveness (9 Hours)

Export-led growth and trade-driven economic development; Evolution of export promotion policies in India; Export promotion schemes and incentives; Duty drawback and export facilitation measures; Export Promotion Capital Goods (EPCG) Scheme; Deemed exports and export financing support; Current Foreign Trade Policy and export strategies.

Unit-4: International Trade Institutions and Trade Facilitation (8 Hours)

Regulatory framework under FEMA; Role and functions of the Directorate General of Foreign Trade (DGFT); Export Promotion Councils (EPCs); Commodity Boards and Export Development Authorities; Functions of APEDA and MPEDA; Export Houses and Trading Houses; Export Processing Zones (EPZs); Foreign Trade Zones (FTZs); Software Technology Parks (STPs); Institutional mechanisms for trade facilitation and export development.

Unit-5: Strategic Trade Management and Emerging Issues (7 Hours)

Special Economic Zones (SEZs); Export-Oriented Units (EOUs); Agri Export Zones (AEZs); Regional Trade Agreements (RTAs) and Free Trade Agreements (FTAs); Trade facilitation and ease of doing business initiatives; Sustainability issues in international trade; Digital trade and cross-border e-commerce; Geopolitical developments and global supply chain disruptions.

Suggested Readings (Latest Editions)

1. Singh, D., & Gautam, A. (Latest Edition). Export Management. Himalaya Publishing House.
2. Government of India. (Latest Edition). Foreign Trade Policy. Ministry of Commerce and Industry.
3. Directorate General of Foreign Trade. (Latest Edition). Handbook of Procedures. Government of India.
4. Government of India. (Latest Edition). Economic Survey. Ministry of Finance.
5. Jain, S. C., Jain, S., & Jain, A. (Latest Edition). Foreign Trade Policy and Handbook of Procedures (Vol. I & II). Commercial Law Publishers.
6. Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P. (Latest Edition). International Business: Environments and Operations. Pearson.
7. Hill, C. W. L., & Hult, G. T. M. (Latest Edition). International Business: Competing in the Global Marketplace. McGraw-Hill Education.

Course Outcomes (COs) with Bloom's Knowledge Level (KL) Mapping

CO No.	Course Outcome Statement	Bloom's KL
CO1	Explain the concepts, evolution, objectives, and institutional framework of international trade policy.	K2 (Understand)
CO2	Explain the impact of import regulations, tariffs, and trade barriers on international trade and business operations.	K2 (Understand)

CO No.	Course Outcome Statement	Bloom's KL
C03	Describe export promotion measures and government initiatives aimed at enhancing trade competitiveness.	K2 (Understand)
C04	Discuss the role of trade institutions, regulatory authorities, and trade facilitation mechanisms in promoting international trade.	K2 (Understand)
C05	Apply trade policy concepts to prepare strategic responses for businesses facing contemporary global trade challenges and opportunities.	K3 (Apply)

Subject: International Supply Chain Management

Course Code	Type	Credits	Contact Hours	Course Focus
BBAIB02	DSE	3	40	Employability

Course Objectives

1. To develop an understanding of supply chain management concepts, processes, and strategies in international business.
2. To examine the drivers and enablers of global supply chain performance and competitiveness.
3. To understand global procurement, sourcing, and supplier management practices.
4. To analyse inventory management, logistics, and transportation decisions in international supply chains.
5. To evaluate contemporary challenges and technological developments in global supply chain management.

Course Content**Unit-1: Foundations of Supply Chain Management (7 Hours)**

Objectives and functions of international supply chain; Components and participants of international supply chains; Decision phases in international supply chain management including strategic, tactical and operational decisions; Process views of supply chains including cycle view and push-pull view.

Unit-2: Global Supply Chain Operations and Strategy (9 Hours)

Overview of global trade and international supply chains; Characteristics of global supply chain networks; Emerging markets and global sourcing opportunities; Strategic benefits of global supply chains; Supply chain drivers including inventory, transportation, information, sourcing, facilities and pricing; Supply chain responsiveness and efficiency; Trade-offs between efficiency and responsiveness; Global value chains and supply chain competitiveness; Risk and resilience in international supply chain operations.

Unit-3: Global Procurement and Supplier Management (8 Hours)

Global purchasing and sourcing strategies; Transition from international purchasing to global procurement; Outsourcing and offshoring strategies; Supplier selection and evaluation criteria; Supplier relationship management; Designing global supplier networks; Supplier performance measurement and monitoring; E-procurement and digital sourcing platforms; Supplier

negotiations, auctions and contract management; Ethical and sustainable sourcing practices.

Unit-4: Inventory Management and International Logistics (8 Hours)

Role and importance of inventory in supply chains; Types of inventories and inventory-related costs; Inventory planning and control techniques; Production lot sizing decisions; Lot sizing under capacity constraints; Inventory aggregation and risk pooling; Quantity discounts and economies of scale; International logistics management; Warehousing and distribution management; Role of logistics service providers in global supply chains.

Unit-5: Transportation, Technology and Emerging Trends in Supply Chains (8 Hours)

Modes of transportation in international trade including road, rail, air, sea and multimodal transport; Selection of transportation modes and cost considerations; Role of ports, inland container depots and logistics infrastructure; International freight forwarding and customs procedures; Artificial Intelligence, Internet of Things (IoT) and Blockchain in supply chains; Sustainable and green supply chain practices.

Suggested Readings (Latest Editions)

1. Simchi-Levi, D., Simchi-Levi, E., Kaminsky, P., & Shankar, R. (2019). Designing and managing the supply chain: Concepts, strategies, and case studies (3rd ed.). McGraw-Hill Education.
2. Coyle, J. J., Langley, C. J., Novack, R. A., & Gibson, B. J. (2013). Managing supply chains: A logistics approach (9th ed.). Cengage Learning.
3. Shah, J. (2016). Supply chain management: Text and cases (2nd ed.). Pearson Education.
4. Chopra, S., & Kalra, D. (2019). Supply chain management: Strategy, planning and operation (7th ed.). Pearson Education.
5. Christopher, M. (Latest Edition). Logistics and supply chain management. Pearson Education.

Course Outcomes (COs) with Bloom's Knowledge Level (KL) Mapping

CO No.	Course Outcome Statement	Bloom's KL
CO1	Explain the concepts, processes, and strategic importance of supply chain management in global business.	K2 (Understand)
CO2	Apply sourcing and procurement strategies to improve supply chain performance and competitiveness.	K3 (Apply)
CO3	Apply inventory management techniques and supply chain drivers for operational efficiency.	K3 (Apply)

CO No.	Course Outcome Statement	Bloom's KL
CO4	Explain logistics and transportation decisions for effective global supply chain management.	K2 (Understand)
CO5	Apply suitable solutions to address emerging challenges and risks in international supply chains.	K3 (Apply)

Subject: Export-Import Policy and Documentations

Course Code	Type	Credits	Contact Hours	Course Focus
BBAIB03	DSE	3	40	Skill Development

Course Objectives

1. To understand the fundamentals of export-import trade and international business.
2. To familiarize students with export procedures, documentation, and regulatory requirements.
3. To examine the role of export promotion institutions and trade support organizations.
4. To understand export financing, payment methods, and trade risk management.
5. To develop skills for managing export transactions and global trade operations effectively.

Course Content**Unit-1: Introduction to EXIM Policy and International Trade (7 Hours)**

Concept, scope, and significance of international trade; role of exports and imports in economic development; composition and trends of India's foreign trade; theories of international trade; features and rationale of export business; export-import policy framework in India; essentials for starting an export business; exporter registration requirements; opportunities and challenges in global trade; contemporary developments in India's foreign trade policy.

Unit-2: Export Procedures and Documentation (9 Hours)

Export procedures and stages in export transactions; registration of exporters; export documentation and its significance; principal export documents including commercial invoice, customs invoice, consular invoice, packing list, certificate of origin, certificate of inspection, bill of lading, airway bill, shipping bill, GR form, SDF form, and PP form; customs clearance procedures; insurance cover and export cargo protection; role of Export Credit Guarantee Corporation (ECGC); quality control and pre-shipment inspection; HS classification and coding system.

Unit-3: Institutional Support and Export Promotion Framework (8 Hours)

Export promotion infrastructure in India; role and functions of Export Promotion Councils (EPCs); Export Promotion Zones (EPZs); Special Economic Zones (SEZs); Federation of Indian Export Organisations (FIEO); Agricultural and

Processed Food Products Export Development Authority (APEDA); Directorate General of Foreign Trade (DGFT); trade facilitation measures; government initiatives for export promotion; digital platforms supporting exporters.

Unit-4: Export Financing and International Payment Systems (8 Hours)

Concept and importance of export finance; pre-shipment finance and post-shipment finance; role and functions of EXIM Bank; methods of payment in international trade including cash-in-advance, letters of credit, documentary collections, open account, and consignment sales; bills of exchange and trade credit instruments; export credit insurance and risk mitigation; export pricing considerations.

Unit-5: INCOTERMS, Trade Risk Management and Contemporary Practices (8 Hours)

INCOTERMS 2020: meaning, significance, and classification; obligations of buyers and sellers under major INCOTERMS; international logistics and shipment coordination; export risk management; legal and regulatory compliance in export trade; digitalization of export processes; sustainability and ethical practices in international trade.

Suggested Textbooks (Latest Editions)

1. Lall, Madhurima & Ahmad, Sultan. Export Import: Procedure and Documentation. Sultan Chand & Sons, New Delhi.
2. Mahajan, V. S. Export Marketing. S. Chand Publishing, New Delhi.
3. Cateora, Philip R., Gilly, Mary C. & Graham, John L. International Marketing. McGraw Hill Education.
4. Government of India, Ministry of Commerce & Industry. Handbook of Export-Import Procedures.
5. Ministry of Commerce and Industry, Government of India, Handbook of Export-Import Procedures.

Suggested References

1. DGFT Export-Import Policy and Foreign Trade Policy publications.
2. EXIM Bank of India publications and reports.
3. RBI Guidelines on Foreign Exchange Management and Export Transactions.

Course Outcomes (COs) with Bloom's Knowledge Level (KL) Mapping

CO No.	Course Outcome Statement	Bloom's KL
CO1	Explain the concepts, significance, policies, and procedures related to export-import trade and international business.	K2 (Understand)

CO No.	Course Outcome Statement	Bloom's KL
C02	Identify and prepare the major export documents and comply with procedural and regulatory requirements of export transactions.	K3 (Apply)
C03	Explain the role of export promotion institutions, trade facilitation agencies, and government support mechanisms in international trade.	K2 (Understand)
C04	Describe export financing options, international payment methods, and risk management mechanisms for export operations.	K2 (Understand)
C05	Apply appropriate INCOTERMS, financing arrangements, and digital trade practices for managing export transactions.	K3 (Apply)

Subject: International Ventures, Mergers and Acquisitions

Course Code	Type	Credits	Contact Hours	Course Focus
BBAIB04	DSE	3	40	Employability

Course Objectives

1. To understand the various modes of international business expansion and foreign investment.
2. To examine the formation, management, and challenges of international joint ventures and strategic alliances.
3. To analyse the strategic, financial, and organizational aspects of mergers, acquisitions, and takeovers.
4. To understand valuation methods and financial considerations in M&A transactions.
5. To develop the ability to evaluate international growth opportunities and post-merger integration strategies.

Course Content**Unit-1: International Business Expansion and Foreign Investment (8 Hours)**

Internationalization of business; motives for international expansion; routes to international business including exporting, licensing, franchising, contract manufacturing, management contracts, turnkey projects, wholly owned subsidiaries, strategic alliances, joint ventures, mergers and acquisitions; factors influencing market entry decisions; stages of internationalization; concept of foreign direct investment (FDI).

Unit-2: International Joint Ventures and Strategic Alliances (8 Hours)

Concept, characteristics, and objectives of international joint ventures; strategic alliances and collaborative arrangements; motives and types of joint ventures; partner selection and evaluation; legal, financial, and operational aspects of joint venture management.

Unit-3: Mergers, Acquisitions and Corporate Restructuring (8 Hours)

Concept and significance of mergers, acquisitions, divestitures, and demergers; strategic motives for M&A; theories and types of mergers and acquisitions; stages in the M&A process; takeover strategies and takeover bids; reverse mergers; concepts of corporate restructuring and business reorganization.

Unit-4: Cross-Border Mergers and Post-Merger Integration (9 Hours)

Cross-border mergers and acquisitions; strategic analysis using SWOT analysis, BCG Matrix, and Porter's Five Forces Model; legal, regulatory, financial, and

cultural issues in international M&A; due diligence process; integration planning and implementation; organizational and human resource issues in mergers.

Unit-5: Valuation and Financial Analysis in Mergers and Acquisitions (7 Hours)

Principles of business valuation; factors affecting valuation; Discounted Cash Flow (DCF) approach; economic value added (EVA); asset-based and market-based valuation methods; sensitivity analysis; synergy valuation.

Suggested Textbooks (Latest Editions)

1. Gautam, Amit, Jaiswal, Twinkle & Keshari, Aditya. International Financial Management. PHI Learning.
2. Sudarsanam, S. Creating Value from Mergers and Acquisitions. Pearson Education.
3. Weston, J. Fred, Mitchell, Mark & Mulherin, J. Harold. Takeovers, Restructuring and Corporate Governance. Pearson Education.
4. Buckley, Peter J. & Ghauri, Pervez N. International Mergers and Acquisitions: A Reader. Cengage Learning.
5. Gaughan, Patrick A. Mergers, Acquisitions and Corporate Restructurings. Wiley.

Course Outcomes (COs) with Bloom's Knowledge Level (KL) Mapping

CO No.	Course Outcome Statement	Bloom's KL
CO1	Explain the concepts, theories, and modes of international business expansion, foreign investment, and international ventures.	K2 (Understand)
CO2	Apply frameworks to examine international market entry strategies, joint ventures, and strategic alliances.	K3 (Apply)
CO3	Explain mergers, acquisitions, takeovers, and restructuring strategies in domestic and international business environments.	K2 (Understand)
CO4	Apply basic valuation methods and financing alternatives in merger and acquisition decision situations.	K3 (Apply)
CO5	Discuss financial, legal, and organisational considerations in international ventures and cross-border mergers.	K2 (Understand)

Subject: Global Business Environment

Course Code	Type	Credits	Contact Hours	Course Focus
BBAIB05	DSE	3	40	Employability

Course Objectives

1. To develop an understanding of globalization and its impact on business activities worldwide.
2. To examine the political, economic, socio-cultural, technological, environmental, and legal dimensions of the global business environment.
3. To analyse the role of international organizations and trade agreements in facilitating global commerce.
4. To evaluate opportunities and challenges arising from regional and global economic integration.
5. To develop strategic perspectives for managing business operations in international markets.

Course Content**Unit-1: Introduction to Global Business Environment (8 Hours)**

Concept, nature and scope of global business; Evolution of globalization and international business; Major phases of global economic integration; Drivers of globalization including technology, trade liberalization, transportation and communication; Multinational Enterprises (MNEs) and Transnational Corporations (TNCs).

Unit-2: Dimensions of Global Business Environment (8 Hours)

Overview of the PESTEL framework; Political environment and government policies affecting business; Political stability, geopolitical risks and international relations; Economic environment including economic growth, inflation, exchange rates and business cycles; Socio-cultural environment comprising demographics, culture, consumer behaviour and diversity; sustainability and climate-related business challenges; intellectual property rights and compliance requirements.

Unit-3: International Institutions and Global Trade Governance (9 Hours)

General Agreement on Tariffs and Trade (GATT) and its evolution; World Trade Organization (WTO): objectives, principles, structure and functions; WTO agreements and trade disciplines; International Monetary Fund (IMF) and its role in global financial stability; World Bank Group including IBRD and IDA; International Finance Corporation (IFC); Organization for Economic Cooperation and Development (OECD); Asian Development Bank (ADB) and their

contributions to international development and trade; Impact of latest geopolitical issues.

Unit-4: Regional Economic Integration and Trade Blocs (8 Hours)

Concept and evolution of regional economic integration; Forms of regional economic cooperation and integration; Regional Trade Agreements (RTAs); Economic and strategic significance of regional trade blocs; European Union (EU); Association of Southeast Asian Nations (ASEAN); Benefits and challenges of regional integration; Globalism versus regionalism in international business; Impact of latest geopolitical issues.

Unit-5: Contemporary Issues in Global Business (7 Hours)

Emerging trends in global business and trade governance; Digital economy and cross-border e-commerce; Sustainability and responsible business practices; Corporate social responsibility in global markets; Geopolitical tensions and their impact on business; International business risks and risk management strategies; Challenges and opportunities for Indian companies in global markets.

Suggested Readings (Latest Editions)

1. Hill, C. W. L., & Hult, G. T. M. (Latest Edition). International business: Competing in the global marketplace. McGraw-Hill Education.
2. Peng, M. W. (Latest Edition). Global business. Cengage Learning.
3. Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P. (Latest Edition). International business: Environments and operations. Pearson Education.
4. Wild, J. J., & Wild, K. L. (Latest Edition). International business: The challenges of globalization. Pearson.
5. Czinkota, M. R., Ronkainen, I. A., & Moffett, M. H. (Latest Edition). International business. Cengage Learning.

Course Outcomes (COs) with Bloom's Knowledge Level (KL) Mapping

CO No.	Course Outcome Statement	Bloom's KL
CO1	Explain the nature, scope, and drivers of the global business environment and globalization.	K2 (Understand)
CO2	Explain political, economic, socio-cultural, technological, environmental, and legal factors affecting international business.	K2 (Understand)
CO3	Apply concepts of international business and market entry strategies to global business situations.	K3 (Apply)
CO4	Describe the role of international institutions, trade agreements, and regional economic blocs in shaping global business.	K2 (Understand)

CO No.	Course Outcome Statement	Bloom's KL
C05	Apply environmental analysis to identify opportunities and challenges in global and regional business environments.	K3 (Apply)

Subject: Transnational and Cross-Cultural Marketing

Course Code	Type	Credits	Contact Hours	Course Focus
BBAIB06	DSE	3	40	Employability

Course Objectives

1. To provide an understanding of transnational marketing concepts and cross-cultural consumer behaviour.
2. To examine the role of culture in shaping marketing decisions and consumer responses.
3. To develop competencies in global branding, marketing communication, and market adaptation strategies.
4. To analyse product, pricing, and distribution decisions in international markets.
5. To evaluate ethical, social, and technological issues influencing contemporary transnational marketing.

Course Content

Unit-1: Foundations of Transnational and Cross-Cultural Marketing (9 Hours)

Concept, nature and scope of transnational marketing; Evolution of transnational marketing strategies; Importance of cultural sensitivity in international markets; Culture and its elements; Cultural dimensions and their influence on consumer behaviour; Cultural differences in attitudes, values, beliefs and perceptions; Hofstede's Cultural Dimensions.

Unit-2: Transnational Branding and Marketing Communication (7 Hours)

Building and managing transnational brand identity; Brand positioning across diverse cultural environments; Strategies for developing culturally relevant brand messages; Global branding versus local branding approaches; Case studies of successful global brands.

Unit-3: Product and Pricing Strategies in International Markets (8 Hours)

Product standardization versus product adaptation; Product life cycle in international markets; Strategies for adapting products to cultural preferences and regulatory requirements; Product innovation for global markets; International product portfolio management; Factors affecting international pricing; Currency fluctuations and pricing challenges.

Unit-4: Global Distribution and Market Implementation Strategies (8 Hours)

International distribution channels and channel management; Selection and management of foreign intermediaries; Logistics and supply chain considerations in global marketing; Cross-border retailing and international market access; Cross-border e-commerce models and strategies.

Unit-5: Ethics, Social Responsibility and Emerging Trends in Transnational Marketing (8 Hours)

Cultural sensitivity and ethical dilemmas in international advertising and promotion; Responsible and sustainable marketing practices; Consumer protection and regulatory compliance across countries; Impact of artificial intelligence and digital technologies on global marketing; Data privacy and cybersecurity concerns.

Suggested Readings (Latest Editions)

1. Kotabe, M., & Helsen, K. (Latest Edition). Global marketing management. Wiley.
2. Keegan, W. J., & Green, M. C. (Latest Edition). Global marketing. Pearson Education.
3. Cateora, P. R., Money, R. B., Gilly, M. C., & Graham, J. L. (Latest Edition). International marketing. McGraw-Hill Education.
4. Hollensen, S. (Latest Edition). Global marketing. Pearson Education.
5. Usunier, J. C., & Lee, J. A. (Latest Edition). Marketing across cultures. Pearson Education.

Course Outcomes (COs) with Bloom's Knowledge Level (KL) Mapping

CO No.	Course Outcome Statement	Bloom's KL
CO1	Explain the evolution of cultural sensitivity in international markets.	K2 (Understand)
CO2	Explain the influence of cultural dimensions on consumer behaviour.	K2 (Understand)
CO3	Prepare international marketing communication strategies.	K3 (Apply)
CO4	Describe product, pricing, and distribution strategies in international markets.	K2 (Understand)
CO5	Discuss ethical, social, and technological issues affecting transnational marketing practices.	K2 (Understand)

BBA 6TH SEMESTER SYLLABUS

Subject: Business Policy and Strategy
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Course Code	Type	Credits	Contact Hours	Course Focus
BBA601	CC	3	40	Employability

Course Objectives

1. Understand the nature, scope, and importance of business policy and strategic management.
2. Analyse internal and external business environments using strategic tools.
3. Formulate business, corporate, and functional strategies for competitive advantage.
4. Evaluate strategy implementation and control mechanisms.
5. Apply strategic thinking to real-world business problems and dynamic environments.

Course Content

Unit-1: Foundations of Business Policy and Strategy (7 Hours)

Concept and evolution of business policy and strategic management; strategic intent (vision, mission, objectives, goals); levels of strategy; strategic decision-making; competitive advantage; strategic management process; role of leadership in strategy; corporate governance, ethics, and social responsibility.

Unit-2: Strategic Analysis of Business Environment (9 Hours)

Environmental scanning; PESTLE analysis; Porter's Five Forces; competitor analysis; internal analysis of resources and capabilities; value chain analysis; SWOT analysis; benchmarking; strategic factors influencing business decisions; case studies.

Unit-3: Strategy Formulation and Strategic Choices (8 Hours)

Business-level strategies: cost leadership, differentiation, focus; corporate strategies: growth, diversification, integration, mergers and acquisitions; Blue Ocean Strategy; innovation and entrepreneurship in strategy.

Unit-4: Strategy Implementation and Control (9 Hours)

Strategy implementation process; organisational structure and culture; resource allocation; functional strategies integration; change management; Balanced Scorecard; KPI systems; strategic control and evaluation; risk management in strategy execution.

Unit-5: Contemporary Issues in Strategy (7 Hours)

Digital transformation in strategy; AI and analytics in decision-making; ESG and sustainability strategies; platform business models; global disruptions; crisis management; case studies.

Suggested Readings (Latest Editions)

1. Wheelen, T. L., Hunger, J. D. Strategic Management and Business Policy, Pearson
2. Rothaermel, F. T. Strategic Management, McGraw-Hill
3. Thompson, A. A. et al. Crafting and Executing Strategy, McGraw-Hill
4. Johnson, G., Scholes, K., Whittington, R. Exploring Strategy, Pearson
5. Porter, M. E. Competitive Advantage, Free Press
6. Ghemawat, P. Strategy and the Business Landscape, Pearson

Course Outcomes (COs) with Bloom's Knowledge Level (KL) Mapping

CO No.	Course Outcome Statement	Bloom's KL
CO1	Explain the concepts and fundamentals of business policy and strategy.	K2 (Understand)
CO2	Apply strategic analysis tools to study internal and external business environments.	K3 (Apply)
CO3	Apply strategy formulation frameworks to prepare business and corporate strategies for competitive advantage.	K3 (Apply)
CO4	Explain strategy implementation and control systems.	K2 (Understand)
CO5	Apply strategic thinking to contemporary business challenges.	K3 (Apply)

Subject: Entrepreneurship Development

Course Code	Type	Credits	Contact Hours	Course Focus
BBA602	CC	3	40	Entrepreneurship

Course Objectives

1. Understand the concept, types, and role of entrepreneurship in economic development.
2. Evaluate the viability of business ideas and estimate market potential.
3. Identify funding sources and financing methods for startups.
4. Develop basic business plans for entrepreneurial ventures.
5. Understand startup operations including marketing, team building, and scaling.

Course Content**Unit-1: Introduction to Entrepreneurship & Family Business (8 Hours)**

Meaning and concept of entrepreneurship; characteristics and types of entrepreneurs; role of entrepreneurship in economic development; startups in India; concept of family business; features of family business; Indian family business cases (Murugappa, Dabur, Godrej, Wadia, Kirloskar).

Unit-2: Opportunity Identification & Feasibility Analysis (8 Hours)

Sources of business ideas; opportunity recognition; idea screening; market potential estimation; feasibility analysis (technical, financial, market feasibility); industry analysis; competitor analysis; environmental scanning and basic business model thinking.

Unit-3: Building Startup Foundations (8 Hours)

Startup team building; roles in startups; low-cost digital marketing strategies; value chain creation; basic operations setup; introduction to legal aspects (IPR, compliance); challenges in early-stage ventures.

Unit-4: Startup Ecosystem & Funding (8 Hours)

Startup ecosystem components: incubators, accelerators, angel investors, venture capital funds; government schemes (Startup India, Digital India, MSME support); funding sources in India; role of innovation and technology in startups.

Unit-5: Business Planning, Pitching & Scaling (8 Hours)

Business model development; business plan writing; revenue models; scaling strategies; managing growth challenges; startup pitching basics; stabilising operations and long-term sustainability.

Practical Exercise: Project-Based Learning Activity for Idea to Startup: Building a Mini Venture

Students will work in groups to identify a real-world problem and develop a viable startup idea to address it. They will go through the complete entrepreneurial process including idea generation, feasibility analysis, business model development, and pitching.

Suggested Readings (Latest Editions)

1. Rajeev Roy – Entrepreneurship, Oxford University Press
2. R. Duane Ireland & Bruce R. Barringer – Entrepreneurship: Successfully Launching New Ventures, Pearson
3. Rajiv Agarwal – Family Business Management, Sage Publications
4. Ramachandran, K. – Indian Family Businesses, ISB Working Paper Series
5. Startup India Learning Program – Government of India (startupindia.gov.in)
6. Anish Tiwari – Mapping the Startup Ecosystem in India, Economic & Political Weekly

Course Outcomes (COs) with Bloom's Knowledge Level (KL) Mapping

CO No.	Course Outcome Statement	Bloom's KL
CO1	Explain the fundamentals of entrepreneurship and family business.	K2 (Understand)
CO2	Apply feasibility analysis techniques to identify business opportunities and market potential.	K3 (Apply)
CO3	Prepare basic startup models and operational plans.	K3 (Apply)
CO4	Explain startup ecosystem components and funding sources.	K2 (Understand)
CO5	Prepare basic business plans for entrepreneurial ventures.	K3 (Apply)

Subject: Corporate Governance & Business Ethics

Course Code	Type	Credits	Contact Hours	Course Focus
BBA603	CC	3	40	Employability

Course Objectives

1. Understand the principles, concepts, and importance of corporate governance and business ethics.
2. Analyse governance structures, board systems, and stakeholder roles in organisations.
3. Evaluate ethical decision-making frameworks in business contexts.
4. Examine major corporate failures and their governance implications.
5. Apply ethical and governance principles in managerial decision-making.

Course Content**Unit-1: Introduction to Corporate Governance and Ethics (8 Hours)**

Meaning and evolution of corporate governance; objectives and significance; principles of good governance: transparency, accountability, fairness, and responsibility; relationship between ethics and governance; introduction to business ethics; ethical decision-making process; theories of corporate governance: Agency Theory, Stakeholder Theory, Stewardship Theory.

Unit-2: Board Structure and Stakeholder Management (7 Hours)

Composition and role of the Board of Directors; executive, non-executive, and independent directors; board committees and their functions; stakeholder identification and engagement; shareholder rights and activism; whistleblowing mechanisms; conflicts of interest and governance challenges.

Unit-3: Global Corporate Governance Frameworks (8 Hours)

Overview of global governance standards; Cadbury Committee Report (1992); OECD Principles of Corporate Governance; Sarbanes-Oxley Act (SOX, 2002); international best practices in corporate governance; role of ethics in preventing corporate fraud; comparative governance systems across countries.

Unit-4: Corporate Governance in India (8 Hours)

Evolution of corporate governance in India; Companies Act, 2013; SEBI (LODR) Regulations, 2015; Overview of key committee reports: Kumar Mangalam Birla Committee, Narayana Murthy Committee, and Uday Kotak Committee; role of SEBI as regulator.

Unit-5: Corporate Failures and Ethical Issues (9 Hours)

Analysis of major corporate scandals: Satyam Scam, Kingfisher Airlines crisis, Punjab National Bank fraud, IL&FS crisis; governance breakdowns and ethical lapses; lessons from corporate collapses; strengthening governance through ethical leadership and compliance systems.

Suggested Readings (Latest Editions)

1. Monks, R. A. G., & Minow, N. Corporate Governance. John Wiley & Sons.
2. Tricker, B. Corporate Governance: Principles, Policies and Practices. Oxford University Press.
3. Sharma, J. P. Corporate Governance, Business Ethics and CSR. Ane Books.
4. Fernando, A. C. Business Ethics and Corporate Governance. Pearson India.
5. Mallin, C. A. Corporate Governance. Oxford University Press.
6. Cadbury Committee Report (1992).
7. OECD. Principles of Corporate Governance.
8. SEBI (LODR) Regulations, 2015 (updated editions).

Course Outcomes (COs) with Bloom's Knowledge Level (KL) Mapping

CO No.	Course Outcome Statement	Bloom's KL
CO1	Explain the concepts and principles of corporate governance and business ethics.	K2 (Understand)
CO2	Explain governance structures, boards, and stakeholder roles.	K2 (Understand)
CO3	Describe ethical frameworks and decision-making models.	K2 (Understand)
CO4	Discuss corporate failures and the governance gaps highlighted by them.	K2 (Understand)
CO5	Apply governance and ethical principles in business decisions.	K3 (Apply)

Subject: Business Taxations

Course Code	Type	Credits	Contact Hours	Course Focus
BBA604	MDE	3	40	Skill Development

Course Objectives

1. Understand the constitutional and legal framework governing GST and Customs Duty in India.
2. Examine the tax implications of GST and Customs Duty on various business transactions.
3. Calculate GST liabilities, input tax credits, and Customs Duty obligations accurately.
4. Apply GST provisions and customs regulations in business compliance and decision-making.
5. Evaluate recent developments and amendments in indirect taxation for effective business planning.

Course Content**Unit-1: Introduction to GST Framework (7 Hours)**

Concept and evolution of GST; indirect tax structure in India; objectives and features of GST; One Nation One Tax concept; GST Council and GSTN; structure of GST (CGST, SGST, UTGST, IGST); GST rates and classification; GST registration process including compulsory registration, exemption, cancellation, and GSTIN; overview of advantages and limitations of GST system.

Unit-2: Levy, Supply and Input Tax Credit (9 Hours)

Levy and collection of GST; persons/entities liable to pay tax; composition scheme; input tax credit (ITC); eligibility, conditions, ineligible credits, and reversal; Input Service Distributor (ISD); tax invoices and related documents—credit note, debit note, bill of supply, receipt voucher; payment mechanisms through electronic cash, credit, and liability ledgers.

Unit-3: GST Returns, Audit and Digital Applications (8 Hours)

Overview of GST returns; filing procedures and compliance timelines; audit under GST; departmental audit procedures and assessment mechanisms; demand and recovery provisions; overview of GST accounting software; GST ledger creation, tax entries, return generation, and online GST portal operations.

Unit-4: Customs Duty Framework (8 Hours)

Introduction to customs law; types of customs duties—basic, countervailing, safeguard, anti-dumping, and protective duties; valuation principles of imported

and exported goods; import and export procedures; warehousing provisions; baggage rules and exemptions; duty drawback system; customs compliance provisions for concessional imports.

Unit-5: Integrated Tax Planning and Contemporary Issues (8 Hours)

GST and customs impact on business decision-making; tax planning strategies under indirect taxation; GST compliance challenges in real business environments; role of digital taxation tools and automation; recent amendments and policy updates in GST and customs law; e-invoicing and emerging compliance technologies; overview of dispute resolution mechanisms and tax governance practices.

Practical Activities

Exploration of the GST portal interface through a guided demonstration, including login procedures, return selection, ledger verification, and return filing workflow.

Classification of products and services under appropriate GST slabs from the given list and determining the applicable tax components like CGST, SGST, IGST, or UTGST for intra-state and inter-state transactions using sample invoices.

Suggested Readings (Latest Editions)

1. Datey, V. S. Indirect Taxes. Taxmann Publications Pvt. Ltd.
2. Balachandran, V. Indirect Tax Laws. Sultan Chand & Sons.
3. Datey, V. S. GST and Customs Law. Taxmann Publications Pvt. Ltd.
4. Singhania, V. K., & Singhania, K. Indirect Taxation. Taxmann Publications Pvt. Ltd.
5. Sahay, B. S., & Ranjan, R. Goods and Services Tax (GST). Cengage Learning India.
6. Sury, M. M. Indirect Taxes. New Century Publications.

Course Outcomes (COs) with Bloom's Knowledge Level (KL) Mapping

CO No.	Course Outcome Statement	Bloom's KL
CO1	Explain the constitutional, legal, and institutional framework governing GST and Customs Duty in India.	K2 (Understand)
CO2	Interpret GST provisions and customs regulations and their implications for business transactions and compliance requirements.	K2 (Understand)
CO3	Calculate GST liabilities, input tax credit, refunds, and customs duty obligations for different business scenarios.	K3 (Apply)

CO No.	Course Outcome Statement	Bloom's KL
C04	Explain the impact of GST and Customs Duty on business decisions, cost structure, and tax planning strategies.	K2 (Understand)
C05	Apply digital tools and accounting software for GST compliance and indirect tax management processes.	K3 (Apply)

Subject: Analytics and AI Lab-2

Course Code	Type	Credits	Contact Hours	Course Focus
BBA651	SEC	1	30	Skill Development

List of Experiments

1. Clean and preprocess a business dataset by handling missing values, duplicates, and outliers using Excel.
2. Create bar charts, line charts, pie charts, and scatter plots using Excel and interpret business insights from the visualisations.
3. Generate histograms and box plots to analyse data distribution and identify patterns in business datasets.
4. Design an interactive dashboard with KPIs, filters, and slicers using Excel for business performance monitoring.
5. Develop a data story using visualisations and business insights and present recommendations for managerial decision-making.
6. Create basic business visualisations in R using sales, customer, or financial datasets and interpret the findings.
7. Create data visualisations in Python using Matplotlib or Seaborn and analyse trends and relationships in business data.
8. Analyse social media performance metrics such as reach, impressions, engagement rate, and conversions using sample datasets.
9. Prepare a social media analytics report and recommend strategies to improve audience engagement and campaign effectiveness.
10. Perform sentiment analysis on customer reviews using AI tools and classify feedback into positive, negative, and neutral categories.
11. Evaluate digital marketing campaign performance by calculating CTR, CPC, CPA, and conversion rates from campaign data.
12. Analyse website traffic reports and interpret key web analytics metrics such as page views, sessions, bounce rate, and conversion rate.
13. Perform exploratory data analysis (EDA) on business datasets using Excel, R, or Python to identify trends, patterns, and correlations.
14. Conduct correlation, regression, and forecasting analysis on business data and interpret predictive insights for decision-making.
15. Develop a mini-project on predictive analytics by analysing a business problem, creating visualisations, generating forecasts, and presenting managerial recommendations through a report and presentation.

Suggested Readings (Latest Editions)

1. Knaflic, C. N. *Storytelling with Data: A Data Visualization Guide for Business Professionals*. Wiley.
2. Provost, F., & Fawcett, T. *Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking* (2nd ed.). O'Reilly Media.
3. Albright, S. C., & Winston, W. L. *Business Analytics: Data Analysis and Decision Making* (8th ed.). Cengage Learning.
4. Kaushik, A. *Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity*. Sybex.
5. Few, S. *Information Dashboard Design: Displaying Data for At-a-Glance Monitoring* (3rd ed.). Analytics Press.
6. Goyal, D., & Srivastava, A. *Business Analytics Using Excel and Power BI*. BPB Publications.
7. Gupta, D., Gupta, M., & Gupta, P. *Social Media and Web Analytics: Turning Insights into Action in a Digital World*. BPB Publications.

Course Outcomes (COs) with Bloom's Knowledge Level (KL) Mapping

CO No.	Course Outcome Statement	Bloom's KL
CO1	Apply data cleaning, preprocessing, and visualization techniques to prepare and present business data effectively.	K3 (Apply)
CO2	Prepare charts, dashboards, KPI reports, and data stories to communicate business insights and support managerial decision-making.	K3 (Apply)
CO3	Apply analytical techniques on social media, web, and business datasets to identify trends, patterns, customer behaviour, and campaign performance.	K3 (Apply)
CO4	Apply exploratory, statistical, and predictive analytics techniques using appropriate analytical tools to generate business forecasts and insights.	K3 (Apply)
CO5	Interpret the outcomes of predictive models, digital marketing campaigns, and analytics-driven business solutions for organisational effectiveness.	K2 (Understand)